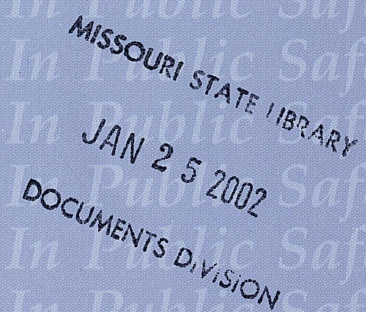




Missouri Department of Corrections

Integrated Strategic Plan 2002

Vision



*In partnership
with all Missourians,
we create
safer communities
through a balanced
correctional system
of prison
and
community based
sanctions.*

Mission

The Department of Corrections with victims, communities and state and local governments improves public safety through humane confinement and effective community interventions. Through our cooperative efforts to provide effective correctional services, we hold offenders accountable for their behavior and prepare them to be productive citizens.

Our Values

- Keep the community safe from dangerous, violent and repeat offenders.
- Make offenders accountable for their unlawful conduct.
- Structure opportunities for victim restitution and community reparation.
- Utilize the field's best risk management and habilitation practices.
- Involve victims and their families.
- Involve the community.
- Ensure efficiency and quality in all correctional activities.
- Recognize department employees and volunteers are our agency's most valuable correctional resource.
- Adhere to professional principles.
- Address our customers' needs.

Professional Principles

We believe:

- That public trust is enhanced when staff abide by the laws and adhere to the highest level of ethical and moral behavior;
- In the continuous pursuit of organizational excellence;
- That all persons should be treated respectfully, fairly, honestly, and with dignity;
- In the empowerment of all staff to perform their job responsibly;
- That our actions affect the safety and security of everyone;
- In the power of team work;
- That all individuals must be accountable for their actions;
- In the effectiveness and the opportunities realized by having a diverse work force at all levels;
- That effective and open communication at all levels is essential;
- In the continuous development of staff.

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Integrated Strategic Plan • Executive Summary



DORA B. SCHRIRO, Ed.D.
DIRECTOR
MISSOURI DEPARTMENT of CORRECTIONS

The Missouri Department of Corrections is a law enforcement agency dedicated to the public safety of all Missourians. We protect the public, prize our staff and hold offenders accountable to conduct themselves as civil and productive members of our community. To this end, the Department employs strategic planning to enable us to fulfill our mission, promote continuous improvement and achieve excellence in public service at all levels of the organization.

The Missouri Department of Corrections is a law enforcement agency dedicated to the public safety of all Missourians.

The Department of Corrections Integrated Strategic Plan 2002 encompasses the Department's challenges and opportunities in an action plan that addresses the major correctional issues facing Missouri in the next several years. It provides clarity of direction, clarity of structure and clarity of measurement. The Strategic Plan is the basis for Department programming and allocation of state resources. It also establishes a standard for measuring our progress toward the accomplishment of the agency's goals, objectives and strategies. The three critical issues addressed in Corrections' strategic plan shape the Department's future and have overarching significance for Missouri citizens.

Strategic Issue 1 **Offender Population Management**

Since 1993, the number of offenders supervised in the community and confined in correctional centers has increased significantly. Over the past seven years, there has been a 55 percent increase in probationers and parolees from 40,086 to 62,037 felons and a 77 percent increase in prisoners from 15,397 to 27,203 inmates. During this period of rapid growth the Department implemented a number of strategies in the facilities and the field to ensure there is sufficient capacity to effectively supervise all offenders commensurate with their risk to the public to reduce the frequency of offenders' relapse, revocation and recidivism. Notably, the Department has expanded its continuum of supervision strategies and core treatment services to punish each felon in the least restrictive and most cost effective setting by:

1. Increasing prison capacity to provide sufficient confinement capacity for violent and chronically reoffending felons.
2. Expanding the number and nature of community based programs for non-violent felons who can be safely supervised with adequate support in the community.

Success since 1993 is reflected in major outcomes and needs.

- Missouri per diem cost of confinement is less than all but one other state; Missouri ranks 49th out of 50 states.
- The prison population's annual growth rate has been reduced from 8.78 to 4.15 per day; currently, the daily rate of commitments to probation has increased from 43.6 percent to 63.6 percent.
- Over 6,700 offenders have been diverted from prison to community based alternative sanctions developed over the past seven years.

Strategic Issue 2 *Parallel Universe*

The Department's "Parallel Universe" is a values-based approach to offender management. Missouri's Parallel Universe is premised on the belief that life inside prison should resemble life in the community to the extent security considerations will allow, so that every offender acquires the values, habits and skills that will yield civil and productive conduct. Of the 27,000 plus inmates in Missouri prisons, about 800 (less than three percent) have a sentence of life without parole or capital punishment. Since more than 97 percent of all state inmates will return home at some point, confinement should be much more than a time and place for incapacitation. Parallel Universe transforms the correctional system into

an organization that effectively prepares all offenders throughout the entire period of confinement for their re-entry into the community.

Success since 1993 is reflected in major outcomes.

- The recidivism rate has been reduced from 34 percent to 19 percent, the sixth lowest rate in the nation.
- Active inmate lawsuits have been reduced 77 percent from 1683 to 385 cases, the fourth lowest in the country.
- The illicit use of drugs and alcohol by inmates has been cut from 13.8 to 2.4 percent.
- In FY00, 98.8 percent of the inmate general population is involved in full-time productive assignments including work, school and/or treatment.
- 11,994 inmates have earned the high school equivalency diploma.

Strategic Issue 3 *Workforce*

Delivering effective correctional services, essential to improved public safety, requires a well-trained and diverse professional workforce. Accordingly, the Department continues to improve its recruitment, training and retention of staff, ensures the physical safety of its personnel in the workplace and provides opportunities for staff's professional development and career advancement.

In response to a competitive job market and low unemployment rate, the Department has also developed strategies to recruit, retain and promote employees in hard to fill classes.

Optimal staff performance and employee satisfaction are supported by the continuous development and delivery of professional training programs. Likewise, effective training is essential to prevent litigation and to ensure staff are fully capable of meeting the agency's public safety requirements.

Safer working conditions for our staff are essential. The Department's safety program encompasses staff's physical and psychological safety and is accomplished through a safety awareness program; fire and safety inspections; a victim advocate for staff exposed to workplace violence and peer responders who provide support and referrals; and drug, alcohol and wellness screenings for staff.

Success since 1993 is reflected in major outcomes.

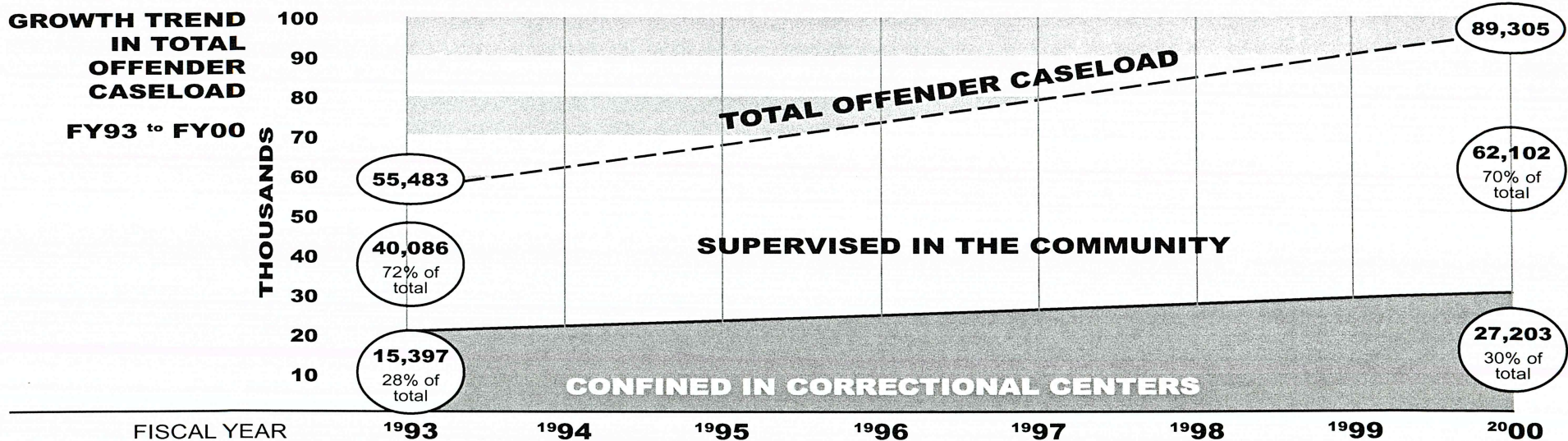
- One hundred forty-eight percent increase in people of color and 140 percent increase in women employed.
- Four percent decrease in the Department's turnover rate.
- A decrease in the spread of tuberculosis among staff from 2.98 percent in 1994 to .02 percent in 1999.
- Fifty-four percent increase in pre-service training hours for uniformed personnel.
- Three hundred eighty-two percent increase in the number of in-service elective classes, from 93 in FY93 to 449 in FY00.

Missouri State Government Strategic Planning Glossary

Vision	Description of the ideal future state. A vision inspires action and implies that what is done now can influence and change the future for the better.
Mission	A statement of the agency's purpose and reason for being. Mission statements answer these questions: 1. Why does the agency exist? 2. What function does the agency perform? 3. For whom does the agency perform the function? 4. How does the agency fill this function?
Values	The principles of the organization – what it stands for and believes.
Issues, Strategic	What are the most significant challenges and opportunities facing the agency? Opportunities, problems, factors, trends, etc., that have overarching significance to the citizens of the state of Missouri and the department. Internal or external challenges to the organization's vision, mission, mandates, policies, way of doing business or culture.
Goal	In what direction does the agency want to move to address the strategic issue? Generalized, directional statement of how the agency will address any given strategic issue (i.e., to improve, protect, enhance, strengthen). Goals are qualitative and usually not quantified; may or may not be achievable.
Outcomes	What are the results or benefits for the public? The desired results to be achieved and the impact or public benefits of programs.
Outcome Measures	How will achievement of the outcomes be measured? Quantifiable information that indicates the degree to which an agency is achieving its desired outcomes during the planning period.
Objectives	What is the success or impact of agency programs or approaches? Objectives are specific targets for improved performance derived from an agency's goals and outcomes. Objectives represent milestones or intermediate achievements necessary to realize outcomes.
Objective Measures	How will achievement of the objectives be measured? Quantifiable information that indicates the degree to which the agency is achieving objectives.
Strategies	What actions will be taken to accomplish the objective? Narrative statement(s) of an approach to achieve an objective. Actions needed to accomplish the objective.

Spaces & Places

REVISED 10/17/2000



Strategic Issue 1

The Challenge: Sufficient capacity at every custody level to confine prisoners and to supervise probationers and parolees effectively and efficiently.

The Challenge:

Sufficient capacity at every custody level to confine prisoners and to supervise probationers and parolees effectively and efficiently.

Strategic Issue 1

Since 1993, the number of offenders supervised in the community and confined in correctional centers has increased significantly. Over the past seven years, there has been a 55 percent increase in probationers and parolees from 40,086 to 62,037 felons and a 77 percent increase in prisoners from 15,397 to 27,203 inmates. During this period of rapid growth, the Department implemented a number of strategies in its facilities and the field operations to ensure there is sufficient capacity to effectively supervise all offenders commensurate with their risk to the public to reduce the frequency of offenders' relapse, revocation and recidivism. Notably, the Department has expanded its continuum of supervision strategies and core treatment services to punish each felon in the **least restrictive** and **most cost effective** setting by:

1. Increasing prison capacity to provide sufficient confinement capacity for violent and chronically reoffending felons.
2. Expanding the number and nature of community based programs for non-violent felons who can be safely supervised with adequate support in the community.

Success since 1993 is reflected in major outcomes.

- Missouri's per diem cost of confinement is less than all but one other state; Missouri ranks 49th out of 50 states.
- The prison population's annual growth rate has been reduced from 8.78 per day to 4.16 per day; currently, the daily rate of commitments to probation has increased from 43.6 percent to 63.6 percent.
- Over 6,700 offenders have been diverted from prison to community alternatives developed over the past seven years.

The management of prison and community supervision capacity as scarce resources requires continuous strategic focus. Accordingly, the Department's population management strategies move the offender population from prison to probation as quickly as offender need and public risk abates.

Effective management and responsive supervision of the population includes:

- Creating capacity for services and supervision commensurate with offender population demographics.
- Managing existing field and facility capacity efficiently and effectively.
- Ensuring the confinement of inmates is constitutional.

- Reducing the number of revocations.
- Reducing recidivism.
- Releasing inmates on parole within Board guidelines.
- Using computer applications to maximize offender supervision.
- Continuously improving correctional services to enhance public safety.

Anticipating future institutional and community supervision needs necessitates the timely creation of correctional capacity. To project offender population trends a combination of short-range forecasting based on changes in growth patterns in specific populations over the previous twelve months, and long-term projections based on an analysis of sustained patterns are utilized.

- Short-range projections reflect recent dynamics in offender demographics and are used to develop annual operating budget requests and to adjust specific program capacities.
- Long-range forecasts reflect sustained trends in criminal activity and court sentencing practices and are used to establish future capacity needs that require construction or expansion of prisons and/or the statewide activation of new programs in the community.

The effective and efficient use of existing capacity requires continuous management of facilities and staff. Every effort is made to maximize existing resources and to proactively identify near future resource demands on a timely basis. As with each of the strategic issues, this issue is directly related to the overall goal of the Department which is keeping Missourians safe.

We conserve and deploy resources by:

- converting and adapting housing space, programs and support;
- assessing offender risk and needs;
- lowering relapse, recidivism and revocation;
- diverting non-violent criminals from prison through early intervention and local correctional alternatives;
- identifying, assessing and acting on population trends;
- ensuring timely construction and occupancy of new facilities;
- obtaining input from customer segment groups;
- pursuing continuous quality improvement initiatives; and

- utilizing information technology to its fullest degree.

To ensure the optimal management of the offender population, the Department assesses the needs as well as the risks associated with each offender regardless of the presenting offense. Timely and accurate assessment ensures offenders are placed in a suitable correctional environment that addresses offenders' supervision and treatment needs.

The Goal

To make Missouri a safer place for its citizens to live, work and recreate.

The Outcome

Fewer crimes are committed by offenders under the supervision of the Department of Corrections and fewer offenders are returned to the Department as a result of relapse, revocation and recidivism.

The **Measures** of progress are:

- Rate of relapse (alcohol and drug related incidents by offenders)
- Revocation rates
- Recidivism rates

Objectives & Strategies

Objective 1

Maintain sufficient numbers and types of correctional facilities to constitutionally confine offenders sentenced to prison.

The Department measures accomplishment of this objective by

- Decreasing the number of active inmate lawsuits.
- Decreasing the number of escapes and attempted escapes.
- Decreasing the number of offender-on-offender injuries.
- Decreasing the number of major rule violations.
- Decreasing the number of institutions with court orders and consent decrees.

Strategy: Ensure sufficient bed capacity and program and support space for male and female and disabled inmates in each custody level by completing new construction projects on time and within budget.

- Complete a construction program to provide adequate facilities meeting projected offender population growth through FY04.
 - ▶ Complete construction of the Eastern Reception Diagnostic and

Correctional Center (Bonne Terre) and the South East Correctional Center (Charleston).

- ▶ Complete the renovation of Tipton Correctional Center in two phases (2 years) to meet the needs of the female population.
- ▶ Replace the Jefferson City Correctional Center in Jefferson City.
- Revise population forecasts then prepare the next five-to-ten-year capital plan.

Strategy: Continue to reduce current utilization of and future need for medium security (C2 and C3) prison beds.

- Secure funds to establish 17 community correction centers.
- Divert low-risk, low to moderate need minimum and medium security prisoners from secure correctional centers to community correction centers.
- Increase use of intermittent shock sentences then refer non-compliant offenders to the community correction centers in lieu of revocation to a shock or term sentence.
- Reduce the numbers of referrals to treatment in a secure correctional center.
- Enroll all eligible probationers in REACT in lieu of 120-day programming.

Strategy: Manage and maintain current prison bed capacity through optimal use of space and resources.

- Maintain overflow housing at Algoa Correctional Center and Western Missouri Correctional Center (Cameron) through FY01 pending the completion of South East Correctional Center (Charleston) and Eastern Reception and Diagnostic Correctional Center (Bonne Terre) in FY02.
- Complete regionalized intake of state prisoners.
 - ▶ Institute operation of three reception and diagnostic centers for male inmates in FY02.
 - ▶ Expedite the time it takes to transfer an offender from intake to an institution by assessing then assigning all newly admitted inmates to a correctional center within 30 days in FY02.
- Regionalize residential assignments of state prisoners.
 - ▶ Designate three regions for the residential assignments of all male inmates then re-assign eligible male prisoners to a secure correctional facility within one region of each inmates next-of-kin by FY03.

- ▶ Likewise, designate two regions for female inmates then re-assign all eligible female prisoners to a secure correctional facility within the region in which each inmate's next-of-kin resides by FY02.
- Address the needs of female offenders.
 - ▶ Review and revise classification strategies for female offenders.
 - ▶ Designate one or both sides of the Tipton Correctional Center to accommodate growth in female population as necessary.
- Better utilize administrative segregation housing.
 - ▶ Pilot a special management team consisting of a caseworker, chaplain and a sergeant to develop plans to successfully mainstream problem inmates to general population in FY02.
 - ▶ Evaluate, then expand the use of special management teams to other high custody facilities in FY03.
- Sustain a timely program of maintenance and repair at all facilities to fully utilize capacity and lessen the time any beds are off-line.

Strategy: Establish short-term shock alternatives to technical revocations.

- Develop short-term, shock strategies at community correction centers and/or reception and diagnostic centers (up to 30 days in duration) such as cognitive skills and anger management programs for *offenders at risk of revocation for technical violations*, providing information to the Board for expedited and informed decision making.
- Shorten the time the Board takes to revoke offenders who fail to complete the above pre-revocation shock program to no more than ten business days.
- Develop short-term, shock strategies at community correction centers and/or reception and diagnostic centers (30 to 90 days in duration) such as cognitive skills and anger management for *technical violators*, returning successful offenders to community supervision no more than ten business days thereafter.
- Utilize minority-owned business enterprises (MBE) and women-owned business enterprises (WBE) providers in keeping with state guidance.

Objective 2 Ensure sufficient community-based resources are readily available to supervise and provide essential services to offenders sentenced by the court to probation or released by the Board to parole.

The Department measures accomplishment of this objective by

- Increasing the percentage of offenders who are appropriately referred to community-based programs and complete community supervision on the originally scheduled expiration date.
- Increasing the availability of program and service slots so that the waiting period between referral and placement is reduced.
- Increasing the Department's short-term shock sentencing capacity so that swift and certain sanctions for technical violations are immediately available locally.
- Increasing the number of local agencies involved in partnership programs and services for offenders in the community.
- Reducing the number of probationers and parolees returned to prison for technical violations.

Strategy: Create capacity in all areas of the state to supervise high-need, high-risk non-violent offenders in the community.

- Implement *non-residential* community correction centers by FY03.
 - Non-residential centers house a district office and feature a urinalysis lab, day report activities and community service/reparation center.
 - Non-residential centers are within the circuit or its immediate vicinity.
- Open and operate *residential* community correction centers by FY05.
 - Residential centers also house a district office and feature a urinalysis lab, day report activities and community service/reparation center plus limited residential capacity for intermittent shock sentencing.
 - Residential centers are within the circuit or its immediate vicinity.

Strategy: Increase the nature and number of partnerships with the community.

- Use local service providers to deliver core services whenever possible:
 - Employment services.
 - Basic academic and vocational services.
 - DMH-ADA certified REACT providers.
 - Relapse prevention programs.
 - Impact of crime on victim classes.
 - Child abuse and domestic violence prevention programs.
 - Cognitive restructuring and anger management programs.
 - Offer victims access to reparative boards.

- ▶ Operate at least one reparative board in each P&P region in FY01.
- ▶ Operate reparative boards in every circuit by FY03.
- Utilize MBE and WBE providers in keeping with state guidance.

Strategy: **Continue to improve community supervision outcomes through cost benefit analyses and program evaluations.**

- Streamline the PSI report to conserve professional and clerical staff time in FY01, then evaluate impact.
- Streamline the critical incident report in FY01 to conserve professional and clerical staff time, then evaluate impact.
- Continue to conduct field audits of at least 10 percent of all cases annually to ensure offender supervision strategies are within guidelines.

Objective 3 Reduce crimes committed by all offenders under the jurisdiction of the Department by assigning each to the correct space or place on the continuum for supervision and services.

The Department measures accomplishment of this objective by

- Reducing the number of offenders under probation and parole supervision revoked for a new law violation.
- Reducing the number of inmate cases referred for criminal prosecution.

Strategy: **Assess all offenders at intake and periodically thereafter.**

- Secure sufficient resources to evaluate all offenders within two weeks of commitment by FY03.
- Assessment will include:
 - ▶ Public risk
 - ▶ Medical/mental health
 - ▶ Educational and vocational
 - ▶ Substance abuse
 - ▶ Employability
- Utilize MBE and WBE providers in keeping with state guidance.

Strategy: Ensure timely referral and placement of offenders in programs in the least restrictive setting.

- Increase capacity of core services to reduce waiting time to begin mandatory treatment and education activities.
 - ▶ Inmates shall be enrolled in substance abuse services within 8 weeks of referral in FY02 and no more than 4 weeks in FY03.
 - ▶ Inmates shall be enrolled in MOSOP prior to the first parole hearing by FY04.
 - ▶ Inmates shall have access to substance abuse and sexual offending relapse prevention programming by FY05.
 - ▶ Expand work-based education programming to all facilities by FY03.
- Increase utilization of REACT to 50 percent of all eligible probationers in FY01, 75 percent in FY02 and 100 percent in FY03.
- Evaluate the implementation of the 120-day stipulated treatment booking process then refine as necessary.
- Utilize MBE and WBE providers in keeping with state guidance.

Strategy: Evaluate the efficacy of the Department's continuum of supervision strategies and core programs on an ongoing basis to continuously improve correctional outcomes.

Objective 4 Provide for the effective management of revocation for technical violations to reserve secure confinement capacity for violent and chronically repeating felons.

The Department measures accomplishment of this objective by

- The number of technical revocations per 1000 offenders by level of supervision.

Strategy: Implement and evaluate a pilot parole release strategy, "Project Connect," a Caring Community Partnership for offenders with school aged children in Kansas City.

Strategy: Implement and evaluate Community Transition Assistance (COTSA), a pilot program for high need parolees during the first six months on parole.

Objective 5 Maximize the number of supervised releases of eligible offenders from incarceration to save secure confinement capacity for violent and chronically repeating felons.

The Department measures accomplishment of this objective by

- Increasing the rate of release on parole within Board guidelines.
- Increasing the rate of good time credit recommendations awarded by the Board.

Strategy: The release strategies prescribed by the Parole Board are based on risk/need assessments.

- Use electronic monitoring (EMP) to its fullest potential
 - Ensure the timely referral of all program eligible offenders to EMP.
 - Ensure the timely release from EMP.
- Operate community release centers (CRCs) to their fullest potential
 - Ensure the timely referral of all program eligible offenders to a CRC.
 - Ensure the timely release from a CRC.
- Utilize residential facilities (RFs) to their fullest potential
 - Ensure the timely referral of all program eligible offenders to an RF.
 - Ensure the timely release from an RF.
- Utilize 120-day shock programs to their fullest potential
 - Ensure the timely referral of all program eligible offenders to a 120-day shock program.
 - Ensure the timely release from a 120-day shock program.
- Refer offenders in need of substance abuse and other core services to programs in the least restrictive setting possible.
- Refer intermittent-shock sentence probationers at risk of revocation to a secure setting then return these offenders to the community as quickly as possible.
- The Board shall accept Superintendents' recommendations for good time absent evidence to override.

Strategy: Use appropriate supervision strategies with high risk/need offenders.

- Limit assignment of Intensive Supervision Program to need scores greater than nine.

- Audit 10 percent of cases to ensure adequate oversight by supervisors.
- Increase the number of high risk/need offenders on electronic monitoring and intensive supervision.
- Increase the number of high risk/need offenders in community release centers and residential facilities.
- Increase the number of high risk/need offenders in community based treatment and local sentencing initiatives.
- Monitor the success rate of these offenders.

Objective 6 Ensure the timely collection and effective dissemination of information necessary to manage existing capacity and resources; assess offender risks and needs; manage revocations and releases; and measure the effectiveness of supervision and treatment strategies.

The Department measures accomplishment of this objective by

- Increasing the number of supervision, assessment and treatment processes that are adequately supported by computer systems.
- Reducing the amount of time required by staff to effectively assess supervision and treatment needs of offenders.
- Reducing the amount of time required by the Board to assess and schedule offender releases.
- Increasing the number of department facilities with adequate data communications connection to the network.
- Increasing the number of department computer users with access to computer workstations.
- Increasing the number of hardware systems in the department under three years of age.

Strategy: Implement a technical communication and computing infrastructure capable of supporting current and future information collection and distribution requirements.

- Install or upgrade institutional wiring and communications capabilities so that necessary information can be made available in a timely manner to all staff and locations that require it.
- Continue to implement mobile communications technologies to support the information requirements of staff not assigned to permanent locations.
- Maintain reliability and operational integrity of the network by timely replacement of obsolete workstation and communication technologies.

- Implement efficient tools and customer support processes that maximize productivity of staff who collect or utilize information relating to offender supervision, assessment and treatment.
- Enhance current information-exchange capabilities with criminal justice agencies to ensure information is current and accurate, and that it is exchanged in the most cost-effective manner.
- Implement cost effective information-sharing capabilities with communities, victims and other department stakeholders.

Strategy: Design and implement computer applications that maximize the effectiveness and efficiency of staff, and that provide accurate and timely information relating to the supervision, assessment and treatment of offenders.

- Maximize staff productivity with systems and technologies that focus on workflow support and the integration of image into department databases.
- Implement systems and technologies that support accurate and cost effective collection of information relating to the supervision, assessment and treatment of offenders.
- Emphasize business process improvement and collection of program and performance measurement information in the design of all new computer systems.
- Implement tools and processes that enable timely and efficient access by department staff to information at the point and time it is needed.

Objective 7 Maintain continuous quality improvement of offender management processes.

The Department measures accomplishment of this objective by

- The number of strategies with effective process evaluation mechanisms in place.
- The number of strategies with effective program outcome evaluation mechanisms in place.

Strategy: Develop research protocols to inform continuous improvement initiatives.

- Establish continuous improvement team to review department programs and strategies for continuous improvement processes.

- Assess and recommend strategy improvements derived from existing protocols.
- Develop research protocols for those strategies without supporting protocols.

Objective 8 Better serve the citizens of Missouri by providing exemplary service and obtaining constructive input from those citizens.

The Department measures accomplishment of this objective by

- Percentage of products and services with measurable customer expectations.
- Percentage of products and services with improvement processes which include customer feedback.

Strategy: **Maintain a Departmental Excellence in Customer Service Committee to serve as a resource to all units in the Department and to link to the Governor's Office of Excellence and Customer Service.**

- Establish team charters for selected projects.
- Contact Missouri citizens to discuss correctional issues, to obtain input from the customers and make recommendations.
- Track all improvement projects.
- Report results and recommendations to Departmental leadership and constituents.

The Challenge: Strategic Issue 1 • Commentary

Sufficient capacity at every custody level to confine prisoners and to supervise probationers and parolees effectively and efficiently.

New Programs Make a Big Difference in Public Safety:

Local Sentencing Initiatives

A COMMENTARY BY DORA B. SCHRIRO, Ed.D., DIRECTOR • Missouri Department of Corrections
Published in the Department's **1998 Annual Report**, reprinted with FY00 data.

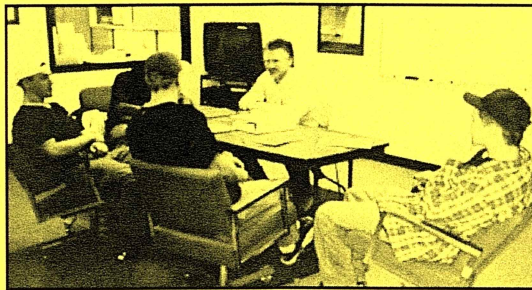
The recent increase in the size of the prison population is well documented but the growing numbers of state prisoners is but one third of the story. Because of the greater availability of shock sentencing options, drug treatment and community corrections programs over the past several years, state courts have redirected as many as 6,734 sentences from prison to probation. In 1990, 37 percent of all sentences by the courts were commitments to prison and 63 percent were assignments to probation. By 2000, the courts had moved considerably, sentencing 30 percent of all offenders to prison and 70 percent to probation. This recent significant shift in sentencing from prison to probation does not in and of itself reduce our need for prison for public protection: Of the 8,616 new prison admissions in FY00, 56 percent were probationers who had not complied with the conditions of release set by the court and had been revoked by the bench to serve the remainder of their sentences in correctional centers.

Accordingly, if Missouri is to continue to reduce the numbers of non-violent felons sentenced to prison by the court and increasingly utilize probation for punishment, we all need to ask and answer these two questions. One, who can be punished in the community without unnecessary risk to the public? Two, in what ways can the rate of failure of those on probation be lowered; that is, what has to take place on the part of probationers, the public, and public safety and criminal justice agencies to reduce the current rate of probation revocation and recidivism?

Who can be punished in the community without unnecessary risk to the public?

Who can be punished in the community without unnecessary risk to the public? The majority of offenders under the supervision of the Missouri Department of Corrections is serving their sentence in the community as probationers (56 percent) and parolees (14 percent). It is the minority of our offender population who are prisoners (30 percent), a trend that is likely to continue. The Department's census is currently increasing by about 8 offenders a day. Inmates, who make up about 67 percent of the growth, increased by five inmates per day, parolees one per day and probationers two per day. Most of the growth represents offenders sentenced to probation for drug and property crimes. Their criminal histories are relatively short.

In contrast, most property and drug offenders sentenced to prison have had prior felony convictions and many have already received some lesser type of punishment for prior offenses on one or more occasions. For example, of all who were admitted to prison last year, 75 percent had one or more prior felony convictions;



Day Report Center

REVISED 10/17/2000

*What has to take
place to reduce
probation revocation
and recidivism?*



County Drug Court

66.1 percent had served one or more sentences to probation. On the whole, those coming to prison for drug and property felony offenses are not first time felony offenders. They are not new to the criminal justice system. They have had opportunities to do better in less restrictive settings and they failed themselves, their families and us.

In what ways can the rate of failure of those on probation continue to be lowered; that is, what has to take place to reduce probation revocation and recidivism? Over the past several years, we recommended targeting more offenders presently on probation, particularly high risk and high need probationers, for closer supervision in the community and more services sooner. Recognizing that increased accountability and swifter responses coupled with shock sanctions can make a real difference in a criminal's conduct, in FY98 we sought funds to develop an array of **local sentencing initiatives** to reduce recidivism and revocation in targeted circuits. By developing local sentencing initiatives in conjunction with the court, county prosecutor, local law enforcement, the public defender and neighborhood service providers, Missouri communities are now better able to cut short quicker the criminal careers of felons most at risk and better hold them accountable for the civil conduct we all expect of them.

In FY98 the Department of Corrections successfully proposed to the General Assembly two other key measures to further reduce the likelihood of revocation and recidivism for probationers and parolees and so, lessen the probability of their reassignment to prison. One, through the appropriations process the Department received the resources necessary to expand the Department's **Intensive Supervision Program** from 3,800 to 12,800 probationers and parolees effective FY99. The Intensive Supervision Program is the state's most regimented form of community release. It features frequent face-to-face contact by our officers with those offenders, and regular random urinalysis. We estimate the expansion in intensive community caseload management will reduce the revocation of offenders who have always been the most difficult to supervise by ten percent, saving Missouri as many as 900 prison beds. Two, HB 1147, our state's bill to tackle methamphetamine, in effect August 28, 1998, requires all persons sentenced to probation for a drug offense to also complete an assessment of need and risk associated with their substance abuse usage within 60 days of assignment to probation. In addition to submitting to frequent drug testing to maintain sobriety which is a basic condition of probation, they may also be required to complete a drug education or drug treatment program as per assessment. This program, **Required Educational Assessment and Community Treatment (REACT)**, is operated by the Department of Corrections in conjunction with local providers statewide. It will be paid for in large measure by the offenders who use these services.

Funds have been requested in the FY02 budget to establish 17 community corrections centers for offenders sentenced to probation with an intermittent shock stipulation by the court or released to parole by the Board. These centers will be located in the communities in which the majority of sentences are imposed to provide an alternative to the 120-day shock sentence in the regions that need sterner sanctions. The centers should be operational throughout the state by FY05.

The news thus far is good. Revocation and recidivism continue to decline and no additional correctional facilities are being proposed for construction in FY00. Efforts such as these help Missouri answer the two questions we all must ask if we are to cut short the criminal conduct of offenders in our state.

Parallel Universe



Strategic Issue 2

The Challenge: To provide a correctional system that has requirements and recognition as much like the real world as possible to cultivate at the earliest opportunity offenders' acquisition of life skills resulting in civil and productive conduct and so, promote the longest lasting public safety possible for the communities to which offenders return.

The Challenge: Strategic Issue 2

To provide a correctional system that has requirements and recognition as much like the real world as possible to cultivate at the earliest opportunity offenders' acquisition of life skills resulting in civil and productive conduct and so, promote the longest lasting public safety possible for the communities to which offenders return.

The Department's "Parallel Universe" is a value-based approach to offender management. Missouri's Parallel Universe is premised on the belief that life inside prison should resemble life in the community to the extent security considerations will allow so that every offender acquires values, habits and skills that will yield civil and productive conduct. Of the 27,000 plus inmates in Missouri prisons, about 800 (less than three percent) have a sentence of life without parole or capital punishment. Since more than 97 percent of all state inmates will return home at some point, confinement should be much more than a time and place for incapacitation. Parallel Universe transforms the correctional system into an organization that effectively prepares all offenders throughout the entire period of confinement for their reentry into the community.

In order to prepare offenders to be responsible, law-abiding citizens, they must learn to recognize community expectations and reconcile them with their own attitudes. Within Missouri's Parallel Universe, offenders are expected to practice making decisions whenever it does not conflict with essential security requirements that could impair public safety because improving offenders' decision-making skills now enhances the public's safety later when those offenders are released. Offenders are also expected to take responsibility for their behavior, recognize the harm caused by their criminal conduct, express remorse and make reparation to victims to the extent possible. In short, offenders are expected to meet the same basic expectations for pro-social and productive conduct as do other Missouri citizens. In so doing, offenders develop a "moral sense" – that is, characteristics such as sympathy for others, self-control, and a sense of fairness and duty towards others. This understanding and acceptance of the community's core values enable them to remain crime-free and productive throughout the remainder of their lives.

Parallel Universe entails four interactive expectations.

- *First*, every offender is actively engaged during work and non-work hours in productive activities that parallel productive activities in free society. During the work day, offenders work and go to school and, as applicable, attend treatment for sex offenses, chronic mental health problems and drug and alcohol dependencies. During non-work hours, they participate in community service, reparative activities, religious programming and recreational activities.
- *Second*, every offender is expected to learn and practice effective relapse prevention strategies and to abstain from unauthorized activities including the consumption of drugs and alcohol and sexual misconduct. Cognitive restructuring programs reduce criminal thinking and promote pro-social thinking consistent with social norms and community values. Anger management, cultural diversity and impact of crime on

*Status can be earned over time
through the mastery of basic
skills.*

victim programs improve offenders' problem-solving skills. Drug interdiction thwarts lapse and relapse.

- *Third*, offenders are expected to make choices during confinement and are held accountable for the choices they make in areas such as time and money management. Offenders are also expected to solve problems amicably. As alternatives to inmate litigation and verbal or physical aggression, inmate councils, civility committees and the certified inmate grievance process are available to the prisoner populations for pro-social problem solving.
- *Fourth*, good conduct receives positive reinforcement in ways that have real life ramifications for the offender; as examples, eligibility to work in premium pay positions and to reside in honor dorm housing. Likewise, offenders lose status and privileges when they violate rules and regulations.

The Goal

To increase offenders' civil and productive behavior and facilitate the internalization of pro-social, community values that will lead to a reduction in relapse, revocation and recidivism.

The Outcome

Safer Missouri communities when offenders acquire literary, employability and sobriety skills.

The **Measures** of progress are:

- Rate of offenders' alcohol and drug-related relapse
- Rates of technical revocations and revocations for new crimes by probationers and parolees
- Recidivism rate of offenders sentenced to the MoDOC

Objectives & Strategies

Objective 1

All offenders are required to actively engage in work, school and/or treatment on a full-time basis and to utilize their after-work hours productively.

The Department measures accomplishment of this objective by

- The number of general population inmates engaged at least 30 hours per week in work, school and/or treatment in prison.
- The number of probationers and parolees engaged at least 40 hours per week in work, school and/or treatment in the community.

- Number of probationers, prisoners and parolees enrolled in ABE or GED-preparatory programs.
- Percent of institutional school seats utilized.
- Acceptable probationer, prisoner and parolee grade gains.
- The numbers of probationers, prisoners and parolees who earn a GED certificate.
- Number of probationers, prisoners and parolees who complete Employment Skills/Life Skills programs.
- Percent of probationers, prisoners and parolees in vocational training/work-based education programs.
- Number of graduates from vocational training/work-based education programs.
- Number of graduates from vocational training/work-based education programs subsequently employed in Missouri Vocational Enterprises and other skilled work positions.

Strategy: **Ensure all eligible offenders achieve literacy and earn a GED certificate.**

- Adult probationers, prisoners and parolees
 - ▶ All adult offenders who do not have a high school diploma or GED attend school part-time as early in the sentence as possible.
 - ▶ Include the educational activities of probationers and parolees in the monthly reports by CY01.
- Certified juvenile prisoners and offenders under the age of 22
 - ▶ All certified juveniles serving a prison sentence will attend school on a full-time basis.
 - ▶ Inmates under the age of 22 who are eligible for special education assistance will receive additional specialized instruction.
- Utilize MBE and WBE providers in keeping with state guidance.

Strategy: **Ensure all eligible offenders work to develop basic work habits, employability skills and a work ethic.**

- Vocational training and work based education
 - ▶ Re-engineer vocational training programs for inmates as more practical, job market relevant, work based education programs by FY03.
 - ▶ Include Employment Skills/Life Skills curricula into inmate training programs by FY03.
 - ▶ Refer all eligible probationers to job training programs as early in the sentence as possible.

- Institutional work assignment for prisoners
 - Establish a standardized application process for all inmate work assignments to promote offenders' job-seeking skills including the training of all work supervisors to conduct employment interviews and performance evaluation for inmate workers by FY02.
 - Expand the scope of meaningful employment opportunities in prison, at least one new occupation per year.
- Full time employment for probationers and parolees
 - Fully utilize the resources of the departments of economic development and labor and industrial relations
 - Place parolees in positions related to skills acquired in institutional training programs.
 - Include the vocational education and work activities of probationers and parolees in the monthly reports by CY01.
- Utilize MBE and WBE providers in keeping with state guidance.

Strategy: **Ensure all offenders participate in treatment according to their need, in the least restrictive setting, and as mandated by statute, the Court and/or Parole Board.**

- Programming for offenders who use/abuse illicit substances is timely and appropriate and provided in the least restrictive setting:
 - Long-term Substance Abuse Treatment Program
 - 180 Day Offenders Under Treatment Program
 - 120 Day Institutional Treatment Center Programs
- Sexual offender treatment is timely and appropriate:
 - Missouri Sexual Offender Program (MOSOP) for prisoners
 - Court ordered treatment for probationers
 - Board stipulated relapse prevention for parolees
- Mental illness treatment is timely and appropriate and provided in the least restrictive setting:
 - Special Needs Unit
 - Expand mental health services for prisoners by contract as quickly as possible in FY01

- ▶ Probationers access DMH certified community-based providers
- ▶ Parolees are linked to DMH certified community-based providers
- Other treatment is timely and appropriate and provided in the least restrictive setting:
 - ▶ Regimented Discipline Program
- Utilize MBE and WBE providers in keeping with state guidance.

Strategy: All eligible offenders participate in reparative activities.

- Continually look for new opportunities to increase offenders' awareness of the impact of crime on victims, including:
 - ▶ Expand reparative boards to all communities in which probationers and parolees are supervised by FY04.
 - ▶ Require parole-eligible inmates in every correctional center to satisfy specified hours of authorized reparative activity by FY02.
- Provide opportunities for all offenders to perform community service work.
- Expand Impact of Crime on Victim classes to every facility and district by FY03.
- Provide opportunities for eligible victims and offenders to dialogue by FY04.
- Utilize MBE and WBE providers in keeping with state guidance.

Strategy: Ensure all offenders have opportunities to engage in constructive interaction with families and loved ones.

- Increase the numbers of offenders who authorize the Department of Corrections to brief their families about their progress in substance abuse, mental health and sex offender treatment by ten percent each year.
- Superintendents send congratulatory letters to families of inmates who earn GED certificates.
- Correctional facilities maintain bulletin boards in visiting rooms and district offices maintain bulletin boards in the waiting areas to publicize offenders' progress.
- Department of Corrections' Caring Communities Coordinator link communities through visiting room initiatives.
- Department of Corrections with OA Purchasing will award the contract(s) to subsidize the cost of transportation visitors incur to travel to and from the facility to the home community as quickly as possible in FY01.

- Long Distance Dads will be piloted at three correctional centers in FY01 then expanded to all correctional centers by FY03.
- Utilize MBE and WBE providers in keeping with state guidance.

Strategy: Ensure all incarcerated offenders have opportunities to participate in religious/spiritual development during after-work hours.

- Increase the number of religious volunteers in all faith groups who serve in the correctional centers and Volunteers in Probation and Parole by ten percent each year.
- Revise the scheduling of religious/spiritual activities in the facilities to occur during non-work hours to ensure maximum participation by FY02.

Strategy: Ensure all incarcerated offenders have access to recreational activities to include canteen, laundry and the general and law library during after-work hours.

- Complete the revision of the inmate activity schedule to occur during after-work hours.
 - ▶ Complete the conversion of the canteen software in CY00, then reschedule canteen to occur during non-working hours in FY01.
 - ▶ Revamp the time at which sick call occurs so as not to interfere with the workday in FY02.
 - ▶ Revamp the time at which visits occur to interfere with the workday as little as possible in FY01.
- Revise activity schedules for probationers and parolees to occur during after-work hours.
 - ▶ Restructure Probation and Parole service deliver hours to reduce scheduling conflicts with offenders' regular work hours.
 - ▶ Develop schedules for probationers and parolees that reflect civilians' routines.

Strategy: Ensure that mandatory program participation that results from prisoners' disciplinary hearings is completed after work hours.

Objective 2 Maintain offender sobriety, prevent relapse and develop pro-social cognitive skills.

The Department measures accomplishment of this objective by

- Number of offenders who successfully complete step down programming following substance abuse, mental health and/or sex offender treatment services.
- Number of offenders who successfully complete cognitive skill development programs and do not relapse.
- Number of offenders who complete anger management programs.
- Number of offenders who complete cultural diversity programs.
- Percent of prisoners committing major conduct violations.
- Percent of probationers and parolees incurring technical violations.
- Percent of probationers and parolees incurring law violations for drug and alcohol offenses.
- Percent of offenders who lapse or relapse to drugs or alcohol.

Strategy: Enable offenders to maintain sobriety and avoid lapse and relapse to drugs and alcohol.

- Conduct offender substance abuse assessments periodically department-wide.
- Conduct random and target drug testing monthly department-wide.
- Every offender who receives a substance abuse violation following a dirty urine is also
 - ▶ Assessed for need for treatment and risk of lapse or relapse and
 - ▶ Referred as necessary to substance abuse education or full or partial day treatment plus appropriate sanctions.
- Utilize MBE and WBE providers in keeping with state guidance.

Strategy: Increase offenders' awareness of the impact of their criminal conduct on others.

- Provide Impact of Crime on Victims classes department-wide at all institutions and probation and parole offices by FY02.
- Require offenders who are physically or verbally abusive or threaten to abuse to attend Impact of Crime on Victims classes by FY02.
- Identify offenders, including capital punishment inmates, suitable for victim-offender dialogue

- ▶ Pilot a victim/offender dialogue process in at least one DAI zone and one P&P region in FY01.

- Establish reparative boards in all probation and parole regions by FY04.
- Utilize MBE and WBE providers in keeping with state guidance.

Strategy: **Ensure at-risk offenders are referred to and successfully participate in Anger Management/Cognitive Skill Development classes.**

- Probationers and parolees in every district who receive technical violations will be screened then referred to successfully complete cognitive restructuring programs and/or anger management classes in the least restrictive setting by FY03.
- Prisoners who receive conduct violations will be screened for referral then successfully complete cognitive restructuring programs and/or anger management classes in the least restrictive setting by FY02.
- Utilize MBE and WBE providers in keeping with state guidance.

Strategy: **Implement and evaluate case management pilot project in probation and parole.**

- Reduce the revocation rate of at-risk parolees during the first 6-12 months of release by ten percent each year by FY02.

Objective 3 **Provide offenders with opportunities to make choices, resolve problems pro-socially and to be held accountable for the choices they make.**

The Department measures accomplishment of this objective by

- Percentage of inmates who utilize law and general library services
- Number of inmate grievances resolved at the Informal Resolution Requests level
- The number of inmate lawsuits
- Percentage of inmates without conduct violations
- Percentage of serious rule violations
- Number of inmate on inmate assaults
- Number of inmate on staff assaults
- Number of Uses of Force

- Average length of stay of inmates in Administrative Segregation
- Percentage of inmates in each custody level assigned to Administrative Segregation
- Number of probationers and parolees' grievances resolved at the Informal Resolution Requests level

Strategy: **Develop time management skills.**

- Revise institutional schedules to avoid conflicts with mandatory and elective activities then hold inmates accountable for completing personal tasks during non-work hours.
 - ▶ Law and general library
 - ▶ The barber
 - ▶ Laundry exchange
 - ▶ Canteen
 - ▶ Recreational activities
 - ▶ Religious and spiritual activities
- Revise field supervision schedules to avoid conflicts with mandatory and elective activities then hold probationers and parolees accountable for completing personal tasks during non-work hours.

Strategy: **Develop basic money-management skills.**

- Provide a Life Skills/Employability Skills program for all probationers, prisoners and parolees as early in the sentence as possible by FY03.
- Pilot a KIOSK-type system for inmate accounting to increase prisoners' responsibility for their own account balances and to reduce their reliance on staff to manage their personal resources by FY03.

Strategy: **Promote independent living in other essential areas.**

- All inmates are responsible for renewing prescription drugs.
- The percentage of prisoners on watch-take status will be reduced by five percent each year.
- The compliance of probationers and parolees who take drugs for TB, HIV, diabetes and/or mental illness will improve by ten percent each year.

Strategy: **Offenders resolve complaints and concerns pro-socially.**

- Each correctional center sponsors an Inmate Council and a Civility Committee to provide a constructive corrections-based venue for prisoners to discuss and resolve institution-related problems.
- The Divisions of Probation and Parole and Adult Institutions operate a viable grievance system that is timely and responsive.
- The Constituent Services Office is available to all offenders as an alternate problem solving process.

Objective 4 Provide meaningful opportunities for offenders to earn recognition for pro-social behavior notably, adherence to rules and regulations and community expectations.

The Department measures accomplishment of this objective by

- Percentage of inmates participating in incentive-based food visits
- Percentage of inmates working in premium pay jobs
- Percentage of inmates assigned to honor-dorm housing
- Percentage of inmates released to parole recommended for good time
- Percentage of inmates released to parole within guidelines
- Percentage of probationers and parolees with no technical violations

Strategy: Newly sentenced offenders are fully briefed about DOC's rules and regulations.

- Implement a comprehensive Reception and Orientation program at all correctional institutions to ensure that newly admitted inmates understand the principles of Parallel Universe to effectively prepare for their re-entry to the community in FY02.
- Implement a comprehensive Reception and Orientation program at all district offices to ensure that newly assigned probationers and recently referred parolees understand the principles of Parallel Universe to effectively prepare for their completion of their sentence and unsupervised release to the community in FY03.

Strategy: Revamp offenders' rule book.

- Revise the inmate rule book in FY01.
 - The rules are clear and easily understood by offenders and staff

- ▶ The rules relate to the criminal code to parallel society's expectations
- ▶ The rules promote safety and security in the institution
- Revise the rule book for probationers and parolees in FY01
 - ▶ The rules are clear and easily understood by offenders and staff
 - ▶ The rules relate to the criminal code to parallel society's expectations
 - ▶ The rules promote safety and security in the institution

Strategy: The compensation for work in the institutional setting should reflect community norms.

- Standardize the inmate wage system among the correctional facilities in FY01.
- Correlate inmate wages for institutional work assignments with the U.S. Department of Labor standards and Dictionary of Occupational Titles (DOT) in FY01.

Strategy: Provide meaningful opportunities for offenders to earn recognition for pro-social behavior.

- In every correctional center
 - ▶ Establish enough honor-dorm housing in each institution to serve all eligible inmates by FY03.
 - ▶ Provide all GED graduates with an inmate wage differential.
 - ▶ Inmates who incur no serious rule violations are eligible for at least four food visits a year per facility in FY01.
- In every district
 - ▶ Probation and Parole offenders who are successful in achieving the requirements of their supervision plan will also receive by FY02 positive reinforcements, which may include a reduction in supervision level.

Strategy: Apply sanctions in ways that also promote offenders' pro-social values and behaviors.

- Revise the inmate disciplinary panel to include civilian and uniformed personnel by FY02.
- Pilot at least one offender mediation program in DAI and P&P as an alternative means to resolve disputes among offenders in FY02 then expand to all sites by FY04.

- Pilot the administration-segregation management-team at one correctional center in FY02 and then expand to all other appropriate sites in FY03.

Objective 6 Provide adequate information to support Parallel Universe objectives and strategies.

The Department measures accomplishment of this objective by

- An increase in the number of department facilities with adequate data communications capability.
- An increase in the number of offender locations with adequate data communications capability.
- An increase in the number of offender programs and activities supported by automated time and attendance systems.
- An decrease in the amount of staff time required to record offender participation in programs and activities.

Strategy: Sustain a data communications and computing infrastructure for cost-effective collection of offender attendance information in work, school, recreation, programs and other activities.

- Install or upgrade institutional wiring and communications capabilities so that necessary information is timely.
- Install effective time and attendance collection technologies that are capable of efficient and unobtrusive identification and recording of offender participation in programs and activities.
- Implement information technologies and operational practices that maximize offender participation in Parallel Universe activities.

Strategy: Apply information technology to provide essential, timely information regarding Parallel Universe participation.

- Maximize staff productivity through efficient and cost-effective collection of offender attendance information in mandatory programs and activities.
- Implement automated system scheduling of offenders.

Objective 7 **Better serve the citizens of Missouri by obtaining input from them, providing exemplary service that will keep them safe and will return offenders to society as productive, law-abiding, sober and civil citizens.**

The Department measures accomplishment of this objective by

- The number of meetings with civic groups
- The number of surveys initiated by the Department
- The percentage of customer surveys returned completed
- The number of customer suggestions implemented by the Department
- The number of new crimes committed by prisoners
- The number of offenders under community supervision revoked for a new law violation.

Strategy: **Expand the nature and number of contacts with Missouri citizens to discuss correctional issues and to obtain input from them.**

- Conduct town hall meetings to establish dialogue with Missouri citizens by FY02.
- Utilize community-based advisory committees and councils:
 - ▶ Establish a Victims Advisory Council in FY01
 - ▶ Establish a Work-Based Advisory group in FY01
 - ▶ Revamp the membership of MVE advisory board in FY02
 - ▶ Expand the Citizens' Advisory Committee (CAC) in FY01
- Develop survey instruments to obtain feedback from our customers in FY02.
- Provide monthly orientation programs for family and friends:
 - ▶ of newly admitted inmates at all facilities in FY01
 - ▶ of newly sentenced probationers in all districts in FY02
 - ▶ of newly released parolees in all districts in FY02
 - ▶ of newly hired correctional employees and newly trained volunteers at all work locations in FY02
- Process then implement citizens' suggestions that promote continuous improvement:
 - ▶ Review the data collected, evaluate the efficacy of each suggestion then implement suggestions that benefit Department's customers beginning in FY02.



SENTENCING & CORRECTIONS

ISSUES FOR THE 21ST CENTURY

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PAPERS FROM THE EXECUTIVE SESSIONS ON SENTENCING AND CORRECTIONS

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Correcting Corrections: Missouri's Parallel Universe

by Dora Schriro

Prisons are "total institutions"—organizations in which officials decide when, where, and with whom prisoners will live, work, eat, and play. Such comprehensive control serves various management aims but disserves the goal of preparing prisoners to live in the community, where they must be responsible for all the decisions, however important and mundane, that affect their lives. Recognizing the disconnect between life inside and outside prison, the Missouri Department of Corrections overhauled its approach to prison management to improve correctional outcomes. The new strategy, "Parallel Universe," is premised on the notion that life inside prison should resemble life outside prison and that inmates can acquire values, habits, and skills that will help them become productive, law-abiding citizens.

Of the more than 27,000 inmates in Missouri's prisons, about 600 (less than 3 percent) have been sentenced to life—or death. Only this small group will remain in a correctional institution for the rest of their lives. The vast majority will be released to the community. Since more than 97 percent of all State pris-

oners will return home, confinement should be much more than a time and place for incapacitation. In Missouri, it has become an opportunity for staff to share responsibility for prerelease preparation with the offenders who will be released. The parallel universe transfers a measure of power from prison managers to prisoners in a process that achieves compliance through strategies focused internally, not externally imposed.



Why a parallel universe?

Missouri's parallel universe offers a better way to influence offender behavior than do other models of offender management. Criminal thinking and behavior are largely egocentric: Offenders tend to focus on what they want, rationalizing their misconduct, understating its effects, and often discounting social norms and community values. In conventional prison management, control is the major management tool. The level of control eliminates any opportunity for prisoners to make decisions and be held accountable. Avoiding punishment becomes many prisoners'



DIRECTORS' MESSAGE

It is by now a commonplace that the number of people under criminal justice supervision in this country has reached a record high. As a result, the sentencing policies driving that number, and the field of corrections, where the consequences are felt, have acquired an unprecedented salience. It is a salience defined more by issues of magnitude, complexity, and expense than by any consensus about future directions.

Are sentencing policies, as implemented through correctional programs and practices, achieving their intended purposes? As expressed in the movement to eliminate indeterminate sentencing and limit judicial discretion, on the one hand, and to radically restructure our retributive system of justice, on the other, the purposes seem contradictory, rooted in conflicting values. The lack of consensus on where sentencing and corrections should be headed is thus no surprise.

Because sentencing and corrections policies have such major consequences—for the allocation of government resources and, more fundamentally and profoundly, for the quality of justice in this country and the safety of its citizens—the National Institute of Justice and the Corrections Program Office (CPO) of the Office of Justice Programs felt it opportune to explore them in depth. Through a series of Executive Sessions on Sentencing and Corrections, begun in 1998 and continuing through the year 2000,

DIRECTORS' MESSAGE

CONTINUED . . .

practitioners and scholars foremost in their field, representing a broad cross-section of points of view, were brought together to find out if there is a better way to think about the purposes, functions, and interdependence of sentencing and corrections policies.

We are fortunate in having secured the assistance of Michael Tonry, Sonosky Professor of Law and Public Policy at the University of Minnesota Law School, and Director, Institute of Criminology, University of Cambridge, as project director.

One product of the sessions is this series of papers, commissioned by NIJ and the CPO as the basis for the discussions. Drawing on the research and experience of the session participants, the papers are intended to distill their judgments about the strengths and weaknesses of current practices and about the most promising ideas for future developments.

The sessions were modeled on the executive sessions on policing held in the 1980s and 1990s under the sponsorship of NIJ and Harvard's Kennedy School of Government. Those sessions played a role in conceptualizing community policing and spreading it. Whether the current sessions and the papers based on them will be instrumental in developing a new paradigm for sentencing and corrections, or even whether they will generate broad-based support for a particular model or strategy for change, remains to be seen. It is our hope that in the current environment of openness to new ideas, the session papers will provoke comment, promote further discussion and, taken together, will constitute a basic resource document on sentencing and corrections policy issues that will prove useful to State and local policymakers.

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primary preoccupation, a pastime scarcely conducive to learning the skills and internalizing the underlying values necessary to function in the world outside.

In Missouri, offenders are engaged full time in activities paralleling those of the outside world. The structure of prison life has been reengineered to require that they make decisions and be accountable for them. Their decisions affect employment in prison as well as other conditions of confinement. They also affect employability after release and, in other ways, their lives in the community. Because prisoners are prepared for release throughout their confinement, they no longer face an abrupt transition that leaves them ill equipped for the real world.



Correctional systems as bureaucratic organizations

Missouri's decision to revamp prison management can be best understood in the context of the structure of conventional correctional systems. Correctional agencies are bureaucratic organizations—hierarchical, with decisionmaking flowing from top to bottom. In each agency, responsibility for each function is demarcated by rank and further divided between uniformed and civilian personnel. Offenders also have a place in the hierarchy: They are at the bottom.

Correctional agencies are a particular type of bureaucratic organization. They have been called "total institutions" by sociologist Erving Goffman,¹ who described them as sharing characteristics modified only slightly to serve different regimented populations—the mentally disabled, the physically infirm, convicted felons, the military, and religious orders. Regardless of the population, the purpose is the same: To maintain as much control as much of the time as possible over all "inmates."

In the community, people choose where and with whom they live, work, and recreate. In

the course of a day, most people have an opportunity for success in one or more aspects of life. In the total institution of the prison, the administration makes those choices. All activities are conducted in one place under one authority, and in each phase of the inmates' day they are in the company of others with whom they do not choose to associate. Unlike those who live in the community, inmates are given little chance to succeed.²

Civilian and uniformed personnel alike are authorized to sanction inmates whenever they fail to conform to the schedule or to any other expectations. Introduction to rules, schedule, and staff occurs at admission, when all conventional means of identification—drivers' licenses, proof of voter registration, credit cards—are exchanged for a number plus one or more classification scores denoting risk to the public and personal needs. Street clothes are replaced with prison-issued uniforms in colors and styles easily distinguishable from those of staff or visitors. Hair is cut and facial hair removed; access to grooming products is limited. The inmates' loss of articles that communicate the sense of self to others does not mean they have lost that sense of self. Their "presenting culture" continues to inform inmates' decisionmaking throughout their incarceration.³ Sublimated but never abandoned, it continues to operate covertly unless modified.⁴

Inmates' status or standing is skewed. During admission, inmates are issued all property they will be permitted to own while confined. Schedules vary little by custody level and quality of conduct. Opportunity for community service is curtailed for all but a few low-risk offenders. In calculating the presumptive release date, good time is credited only at intake. While opportunities to advance standing are rare, inmates can lose status—by property restrictions, temporary punitive segregation, or loss of good time—because prisons tend to reward bad conduct and ignore good conduct.

Bureaucracies promote efficiency

As bureaucratic organizations, correctional systems achieve efficiency in distinctive ways. The staff-to-offender ratio is as great as 1 to 150. Because there are many inmates with special needs and so few staff to address them, inmates are often managed in blocks, not as individuals. They are moved as blocks, housed as blocks, fed as blocks. The chief staff activity is surveillance, not individualized assistance. To enhance control by a small staff over large groups of unwilling inmates, conventional systems prescribe roles for both offenders and employees. The rules typically restrict interactions that resemble ordinary social intercourse between officers and offenders, which reduces the likelihood that they will view one another as individuals, much less sympathetic ones.

In the name of efficiency, employees are also strictly regulated. Correctional system management is paramilitary. The chain of command offers limited opportunities for correctional officers to make decisions that will improve their standing. In the same way as number of years can move up inmates' time of release, for line staff career advancement is based largely on tenure. As with the offender population, for employees the incentive for extra effort is largely extrinsic. Given the large numbers of inmates whom they manage at great social distance, it is difficult for correctional employees to find much intrinsic satisfaction in their work. This tends to affect the public's perception of correctional staff, and correctional officers in particular, unjustly stereotyping them.

Bureaucracies do not promote effectiveness

An organization is effective to the extent it is an open system continuously interacting with its environment. The total institution of the prison almost always inadequately deals with environmental complexities because it is a closed system. Isolating prisoners from the public in facilities far removed from population centers, the prison releases people ill prepared to reenter the community.

In the world outside, people develop a sense of self and establish standing through work, community service, and citizenship. Work is the primary way people support themselves and is a means of self-expression. For prisoners it is different. Their basic needs are met by the facility, and self-expression is prohibited. The usual motive to work is lacking and its ordinary rewards denied. On the outside, volunteering in the community is a way people demonstrate concern for their neighbors and neighborhoods in nonwork hours. In prison, there is no unscheduled leisure time, and any opportunity for community service is available only to small numbers of low-risk felons. On the outside, people have civic responsibilities—most notably, voting. Prisoners experience “civil death” and are not allowed to vote, at least as long as the sentence lasts.

Operating this way means lost opportunities. Because the prison is not adept at distinguishing criminal from noncriminal relationships, it prevents normal social interaction. Prisoners are prevented from cultivating relationships that might reduce the public's fear of crime or increase the possibility of forgiveness. The divide between life inside and outside prison, symbolized by stone walls and razor ribbon fences, separates prisoners from the citizens who authorize these institutions, the taxpayers who fund their operations, and the stakeholders who monitor them. Not only is contact with citizens in general limited, but so too is contact between inmates and their families and between inmates and the community. This is so although ex-offenders' success is based in some significant measure on reconciling felons, their families, and those in the community who fear the offenders' return.

The prison as a total institution impedes public safety

If the total institution of the prison produces ex-offenders whom the public values—people who reside in the community in a civil

and productive manner—it does so infrequently and almost accidentally. The prison uses two correctional models, the restraint/retributive and the rehabilitative, that are remarkably similar to one another. Neither offers offenders realistic opportunities to practice decision-making. The restraint/retributive model uses surveillance by *uniformed* staff who punish prisoners for untoward *actions*. The rehabilitative model relies on surveillance by *treatment* staff who punish prisoners for untoward *intentions*. Neither approach promotes learning skills associated with civility and productivity. The retributive model restricts all skills acquisition, and the rehabilitative model assumes skills acquisition alone suffices. The consequences are significant. Short-term goals—care, custody, control—may be met, but long-term goals—humane confinement and adequate prerelease preparation—may be impeded.

The reason is straightforward. Offenders who acquire literacy, employability, and sobriety skills may not understand *why* these skills are essential. The rules and regulations of corrections and its approach to work and civic involvement discourage critical thinking and personal responsibility. Even inmates who unfailingly follow prison officials' directives often encounter difficulty as ex-offenders. Many have been “colonized” and continue to heed others' directions, whether good or bad, after release. They have not internalized the values underlying civil, productive conduct.



Components of the parallel universe

The parallel universe attempts to make the correctional system an effective organization—one that interacts with the changing environment outside. It presupposes a system whose requirements and rewards are like those of the “real world.” The goal is to cultivate in offenders the skills that yield civil, productive conduct. Essentially, the parallel universe is a corrections-based reentry program.

Prisoners in Missouri make choices and assume responsibility for decisions that have real-life ramifications. They learn to recognize community expectations and reconcile them with their own attitudes. They practice making decisions that do not contravene security in prison and that will enhance public safety on their release. In short, they make the same choices as other Missouri citizens for prosocial, productive conduct. In so doing, they can acquire what criminologist James Q. Wilson called a "moral sense" to remain crime free all their life.⁵

The parallel universe has four interactive expectations or opportunities. First, every offender is engaged during work and nonwork hours in productive activities that parallel those of free society. In work hours, offenders go to school and work and, as applicable, to treatment for sex offenses, chronic mental health problems, and drug and alcohol dependencies. In nonwork hours they participate in community service, reparative activities, and recreation. Second, every offender must adopt relapse prevention strategies and abstain from unauthorized activities, including drug and alcohol consumption and sexual misconduct. Third, most offenders can earn opportunities to make choices and are held accountable for them. Fourth, offenders are recognized for good conduct and can improve their status by obeying the rules and regulations.

Productive activity—during work hours

"Buns Out of Bed," the initiative requiring that general population inmates engage full time in school, work, and treatment, was adopted in 1993 and became State law a year later. The word that best conveys this approach is "press": The institution's time and talent are organized around inmates' skill building.

School. The need for prisoner education is great in Missouri prisons. The majority of entering offenders lack basic literacy. Only one-third are high school graduates or had earned

a general equivalency diploma (GED) before sentencing. Of the high school dropouts who constitute the other two-thirds of admissions, half are functionally illiterate. Given the level of need, every adult prisoner who does not have a high school diploma or GED must attend school part time. Certified juvenile offenders must attend school full time. Other inmates younger than age 21 who need educational assistance receive additional, specialized instruction.

Work. Offenders' work records are as weak as their educational records. The majority are unemployed or underemployed at the time of commitment. Their work histories are sporadic, and most have supplemented their earnings with the proceeds of their criminal activity.

Work is mandatory. Prison employment encompasses a variety of full-time and part-time assignments that amount to a full day's work, 5 days a week. As in most other prisons, work details in Missouri often involve menial assignments. However, Missouri is different in that prisoners are interviewed for the jobs and they keep the jobs by following directions and learning to accept criticism.

Treatment. Offenders fail far more often at sobriety than in school or at work. Most Missouri prisoners need drug education, and many need long-term treatment. Thirteen percent are convicted sex offenders, all of whom must complete treatment before parole release. Overlapping those two groups are the 15 percent with chronic mental health problems. Treatment is the first step. Relapse prevention is the second. Compliance is checked continuously in a variety of ways, including urinalysis for substance abusers and lie detector tests for sex offenders.

Underlying values. It is not enough that offenders become literate, employable, and drug free. Inmates who earn a GED are better educated criminals. Inmates who work are employable criminals. Inmates who have undergone detoxification are sober criminals. To reduce relapse, revocation, and recidi-

vism, offenders must understand *why* these skills are beneficial and how to use them beneficially. In short, they must internalize the values inherent in school, work, and treatment. The parallel universe promotes such understanding by bringing the outside world inside and operating as much like the community as possible within security constraints. As in the community, education increases earning potential: When offenders earn their GED, their pay increases. Similarly, the GED is now the prerequisite for enrolling in vocational education and for "premium pay" work.

Productive activity—during nonwork hours

On the outside, life consists of more than work. Thus, the core prisoner reentry program of school, work, and treatment is augmented with activities that help inmates acquire other life skills and learn the underlying values. Community service, reparation, and recreation are used to this end.

Community service. In addition to being gainfully employed, many citizens engage in activities that improve their community. In so doing, they better appreciate their own good fortune and better understand the plight of others. In Missouri, offenders participate in community service as an elective activity when they are not working. They select charities to which they donate time and money throughout the year.

Reparation. Offenders commonly displace blame for their crimes onto their victims and hold loved ones accountable for their lot in life. To reverse this thinking, Missouri has instituted three reparative activities—victim-offender mediation, victim impact classes, and institution-specific reparative projects. Inmates participate to better understand the effect of their conduct on others and to make amends.

Recreation and other elective activities. Most criminals do not commit crimes while at work or school. They do so during leisure hours. Public safety therefore dictates that offenders have free time in prison to learn how

to use it constructively. In Missouri, the schedule has been revamped to allow recreation during evenings and weekends. Other elective activities (such as doing laundry, visiting the legal and reading library and the canteen, and receiving visitors) have been rescheduled to avoid conflict with workday activities.

Underlying values. Nonwork activities should not interfere with school, work, and treatment. Community service, reparation, and recreation should take place before or after the workday. In the real world, few people routinely walk out of school or off the job to work out at the gym or to volunteer at the soup kitchen. Offenders have responsibilities to themselves and others; the schedules ensure they do not leave key tasks incomplete and do not walk away from some responsibilities to attend to others.

Achieving sobriety, preventing relapse

Offenders develop cognitive skills and learn other strategies to achieve sobriety and prevent relapse by abstaining from unauthorized activities—alcohol consumption and sexual misconduct, and using illicit substances and engaging in other forms of offending.

Each offender enters prison with a unique sense of self, personal history, and world view. The total institution suppresses inmates' identities and imposes change superficially. It is no wonder that many inmates are sober only in prison: Conventional systems do not provide offenders who are trying to avoid drugs and alcohol with the skills to recognize the signs of relapse or to value sobriety. Not surprisingly, many released sex offenders also reoffend when in close proximity to potential victims because they lack the skill and insight to value abstinence. Many other ex-offenders supplement their income by illegal activity because they genuinely do not believe it is wrong.

Good citizenship. Tolerance as part of prosocial conduct is as important in Missouri prisons as the prohibition against drug trafficking. Many inmates, like many other citizens,

find it difficult to accept people whose race, religion, and ethnicity are different from theirs. Many prison disturbances are race based. Gangs are often organized around religious beliefs and formed within ethnic groups. In conventional correctional practice, cultural diversity training is often provided to staff but rarely to inmates. In Missouri, this training is an integral part of inmates' orientation. It is as important that offenders interact in a civil manner with one another and the staff as it is that the staff do so.

Cognitive restructuring. Criminals differ from other people largely in their thought processes. They tend to focus more on their own desires ("I want your car") than on the community's. They often rationalize their conduct ("He had it coming") and minimize its effects on others ("She was insured"). Such thinking discounts social norms and community values. Cognitive restructuring programs enable inmates to spot the rationalizations they use to violate institutional rules and break the law. In Missouri, the courses are offered electively. For offenders whose conduct is poor, the classes are required in addition to ordinary sanctions. Other programs that instill awareness of the effects of crime include classes on the impact of crime on victims. Verbally abusive or physically aggressive inmates are referred to anger management programs in addition to receiving the ordinary sanctions.

Staying sober. It is important for offenders to learn to adopt a lifestyle that increases the likelihood they will remain sober and crime free. The parallel universe differs from conventional practice in informing prisoners of the results of their substance abuse and sex offender assessments. Because they are aware of their need for treatment as well as their risk of reoffending, they are better able to make related decisions.

Prisoners are encouraged to use the information proactively to avoid drugs and alcohol and reduce the likelihood of other rule viola-

tions. For example, they are encouraged to request assignment to different housing units or changes in parole home plans if those they live with put them at risk of relapse.

Underlying values. In the world outside, the members of one's immediate family participate in treatment teams or other support groups because they are often key to recovery. The same approach is taken in Missouri prisons, where prerelease preparation includes families. It begins at intake. Inmates' families are invited to an orientation and are encouraged to participate throughout their loved one's confinement. Milestones (such as earning the GED) are identified, and offenders' successes in reaching them are celebrated with letters congratulating the family. Sex offenders are encouraged to authorize family members to receive reports of treatment progress.

In some instances, families and friends impede inmates' progress. A family may be unwilling to accept that the prisoner lives with and takes direction from people who are racially or ethnically different. Family members may be unwilling to hold the offender accountable or behave responsibly themselves (by abstaining from drugs and alcohol, for example). When such conduct is likely to affect the offender, parole plans are developed that involve people who will not increase the chance of relapse, revocation, and recidivism.

Making decisions and solving problems

People sentenced to prison have failed at a number of things. Most notably, they have failed to obey the law. They failed to make wise choices. In prison, they need opportunities to make choices commensurate with their social skills and the public safety risk they pose because, on release, they will resume making both important and mundane decisions on a daily basis.⁶

In exercising strong control, traditional prison management does not develop two important skills offenders need—making decisions

and accepting their consequences. The parallel universe, while regimented, recognizes sound decisionmaking as essential to prisoners' success and that of the institution.

Problem solving in prison is often adversarial. Riddled with formalities, inmate grievance mechanisms short-circuit many complaints. The grievance system is also a gatekeeper. Unless inmates exhaust the State's administrative remedies, they cannot seek redress in Federal court. While correctional systems resist prisoner litigation and court-initiated change, most do not make problem solving a priority and fewer have viable strategies for corrections-based remedies.

In the parallel universe, problem solving is fast and informal. The Department of Corrections Office of Constituent Services finds and fixes the root causes of legitimate complaints at the earliest point at which they are recognized. Responsibility for resolution is shared, with participation by inmates and staff essential. Inmates must talk to staff and staff must listen. Remedies usually include better communication between prisoners and prison staff—notably, better explanations by inmates of their problems and better explanations by staff of reasons for the rules, more timely notice when rules change, and opportunities for feedback before changes are made.

Inmates are encouraged to participate in the governance of the institution through the inmate council and other offender organizations concerned with conditions of confinement. Inmate representatives meet regularly with the prison administration to critique institutional activities and develop rehabilitative program proposals, doing so while taking into account the same time, space, and staffing constraints as well as the same security considerations the administration faces.

Underlying values. When personal choice is eliminated, so is personal accountability because the system makes all decisions for

prisoners. Whether the correctional model is retributive or rehabilitative, expectations for prisoner behavior are reduced to the most basic: Avoid punishment.

By contrast, the parallel universe promotes responsibility in a number of ways. For example, the management of offenders' personal affairs has been revised to promote decision-making. Offenders keep track of their account balance at the canteen. They learn to manage their time. They renew their prescriptions before their supply of medication runs out. Making such decisions and accepting the consequences for not making them are no longer the responsibility of prison authorities. Decisions about other routine activities, including doing laundry and cleaning cells, have also been made the prisoners' responsibility.

Only positive conduct counts

In prison, as in the world outside, status counts. However, in prison, unlike the world outside, misconduct is emphasized in determining status. Good behavior rarely matters. Inmates are thus more likely to receive sanctions and lose standing—personal property, general-population housing, and a set parole release date may be taken from them—than to improve standing. In Missouri, offenders are recognized for good conduct and improve their standing by obeying the rules and regulations.

Offenders come to prison with a basic issue of property and limited access to amenities. In the parallel universe, opportunities for better work assignments, additional visits, and more property are earned by mastering basic skills. By performing responsibly at work and in school and treatment, offenders demonstrate prosocial conduct and earn privileges. Some privileges involve acquiring goods; others involve trustee assignments. In the same way, as in the world outside, underachievement reduces status.

Underlying values. Offenders acquire basic literacy, employability, and sobriety skills at the earliest opportunity and use them

throughout their confinement and on parole. Inmates who dropped out of school must earn a GED because a basic education is prerequisite to a productive life. And since education is tied to economic advancement, base pay is greater for graduates and the highest paying work assignments are reserved for offenders who have earned a high school diploma or GED.



Corrections corrected

The 25,339 felons in the Missouri prison system⁷ could be considered failures on a number of counts at admission. The vast majority were high school dropouts—academic failures. Many had been unable to obtain or hold a job, and most abused drugs and alcohol. Because every Missouri correctional facility has adopted most components of the parallel universe, almost all prisoners participate. Their transformation from failure to success can be measured, chiefly by recidivism. The reduction by one-third (from 33 to 20 percent) in the proportion returned to prison on new felony charges between 1994 and 1999 attests to success. At the same time, each of the four component areas shows evidence of effectiveness.

More than 98 percent of the inmates are engaged in some combination of school, work, and treatment full time. Since 1993, when the school requirement was instituted, the schools' capacity increased 172 percent and, at the end of 1999, more than 8,000 inmates were attending school daily and more than 2,400 had earned their GED that year.

Institutional employment increased about 65 percent between 1994 and 1999. When the announcement was made in 1997 that a high school diploma or GED would be required for the highest paying jobs, fully half of all prison workers did not have a GED. A year later, only one-fourth had not yet earned a GED. When the policy went into effect in

1999, only 74 offenders refused to attend school, and because they had not earned a GED in the allotted time, were reassigned to lower paying jobs.

The number of substance treatment slots has more than tripled, from 772 in 1993 to 2,765 in 1999. Previously, offenders whose need for treatment was acute but not chronic did not receive services. Now, substance abuse assessments and drug education are available at every Missouri facility.

Problem solving is showing results, as measured by the work of the Office of Constituent Services. The number of lawsuits brought by prisoners in 1999 was less than one-fourth what it was in 1994.

Toward a more perfect parallel universe

Inmates in Missouri serve an average of 28 months in prison. The Department of Corrections uses these 28 months as a time of prerelease preparation for their reentry as responsible individuals. As a model for offender management and prerelease preparation, the parallel universe yields far better outcomes than conventional correctional systems.

The offenders have enthusiastically embraced the principles of the parallel universe, even making suggestions for expansion. The need to maintain security will, of course, always preclude exact replication of the world outside. Moreover, there are limits to what inmates can earn through good conduct, good grades, and a good work history. They cannot earn early release because their sentences were imposed by the court. Within these confines, however, is ample latitude for managers to rethink any number of community-linked resources that promote reentry. Inmates' families, a notable example, should increasingly be part of prerelease preparation.

Increased organizational effectiveness

The organizational functioning of the Missouri Department of Corrections has benefited from the parallel universe. Shifting from a system focused on punishing misconduct to one that blends remedial responses with rewards for good conduct requires reengineering such internal processes as recordkeeping. Now Missouri tracks the number of GED certificates awarded, inmates employed, and urine tests for drugs, in addition to the number of escapes and homicides. Because each inmate's performance and program participation is important, it is essential to maintain work and training reports and to document academic performance, vocational training, and job skill levels. Such records permit feedback to offenders and can be used by the parole board and inmates' prospective employers.

Management also benefits from the parallel universe. When policies are reviewed or new procedures developed, one simple question is asked: *How would this issue be handled if it were not in the prison setting?* Dealing with medical copayments is an example. Requiring copayments of inmates has become increasingly popular as a way to limit unnecessary clinic visits. In keeping with the principles of the parallel universe, offenders who have the resources to pay could be required to. Missouri is aware that copayments should not be a way to make prison more punitive.

Inmates benefit by becoming better acquainted with the way the world outside operates and why it operates as it does. Management benefits. And when prison policies and practices parallel those in the community, they are more likely to appear reasonable to staff and to win their support. When staff understand the reasons for adopted practices, they are far more likely to enforce them clearly and consistently and with greater confidence. That surely translates as a more effective correctional system.

Dora Schiro, Ph.D., is Director of the Missouri Department of Corrections.

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Workforce

Strategic Issue 3

The Challenge: Employing a competent and diverse professional workforce.

The Challenge: Strategic Issue 3

Employing a competent and diverse professional workforce.

Delivering effective correctional services, essential to improved public safety, requires a well-trained and diverse professional workforce. Accordingly, the Department continues to improve its recruitment, training and retention of staff, ensures the physical safety of its personnel in the workplace and provides opportunities for staff's professional development and career advancement.

In response to a competitive job market and low unemployment rate, the Department has developed strategies to recruit, retain and promote employees in hard to fill classes such as Corrections Officers, Recreation Officers, Cooks and Parole Officers. Recruitment strategies include an employee referral program, expanding recruitment target areas and identifying new sources of applicants. Retention strategies include an exit interview procedure and a retention-management plan for every work site for which supervisors are held accountable.

The Department is also addressing compensation issues to attract and retain staff. Despite considerable improvement in the salaries of departmental employees over the past five years, the salaries of custody and probation and parole staff officers are lower than the salaries of staff in contiguous state systems and large city systems in Missouri. The Department is requesting funds in FY02 to continue to make more competitive the compensation for these positions. The agency is also attempting to reduce the accrual of compensatory time and compensatory time payments by adding civilian personnel to return officers to duty posts. In conjunction, the Department is requesting restoration of funding to pay overtime hours that accrue on state and federal holidays. Funds are also being pursued to compensate staff whose academic education level exceeds the entry-level requirement, maintain a required level of physical fitness and/or serve as trained mentors and certified interpreters.

The accomplishments of our staff enable the Department to excel in the most demanding of times.

DIRECTOR DORA SCHRIRO

Optimal staff performance and employee satisfaction are supported by the continuous development and delivery of professional training programs. Likewise, effective training is essential to prevent litigation and to ensure staff are fully capable of meeting the agency's public safety requirements. The Department currently provides 296 hours of pre-service to uniformed employees and 160 hours for non-custody staff, plus 40 hours of in-service to all employees. Additionally, the Department offers 56 hours of pre-promotional training to line staff and 40 hours post-promotional training to supervisory/management personnel. The Department is requesting legislative approval this session to establish a certification board and certification process for Correctional Officers and staff in other job classes who successfully complete the Department of Corrections' pre-service training.

Safer working conditions for our staff are essential. The Department's safety program encompasses staff's physical and psychological safety and is accomplished through a safety awareness program; fire and safety inspections; a victim advocate for staff exposed to workplace violence and peer responders to provide support and referrals; and drug, alcohol and wellness screenings for staff.

The Goal

A competent and diverse, professional workforce which provides excellent correctional services to Missouri citizens and taxpayers.

The Outcome

A well-trained professional workforce delivers services and supervision that improves public safety by reducing the number of new crimes by offenders supervised by the Department and reducing the recidivism of ex-offenders.

The **Measures** of progress are:

- Timely recruitment of a qualified and diverse professional workforce.
- Staff retention rates.
- Staff advancement rates.

Objectives & Strategies

Objective 1

Maintain a full complement of correctional professionals by recruiting a qualified and diverse staff.

The Department measures accomplishment of this objective by

- Maintaining at all times a pool of diverse qualified candidates sufficient in size to fill department positions on a timely basis.
- Increasing the percent of line staff in each division referred and enrolled in the pre-promotional training program.
- Ensuring the ratio of diversity of Department staff in supervisory/upper management positions reflects the ratio of diversity of all the state's citizens.
- Decreasing the number of unfilled COI and POI vacancies.
- Decreasing the amount of time taken to fill each vacant position.
- Increasing the number of volunteers recruited to meet the needs of the Department.

Strategy: Use innovative recruitment techniques to recruit and employ a more diverse workforce.

- Recruit staff through an employee referral program.
- Recruit staff from counties in which they did not first express eligibility.
 - ▶ Provide temporary housing at interim work locations

- ▶ Offer transportation and consolidated work schedules
- Recruit Correctional Officers from non-Correctional Officer registers.
- Recruit uniformed staff for third shift with shift differential in FY02.
- Offer staff with above entry level education a salary differential in FY02.
- Recruit staff through Military Pre-Retirement Seminars.
- Recruit POST certified law enforcement personnel to serve as COIs in non-contact positions.

Strategy: Develop a recruitment plan at each worksite.

- Utilizing facility personnel and local resources to attract
 - ▶ Line staff
 - ▶ Supervisors and managers.

Strategy: Develop a promotion plan for line staff, supervisors and managers.

- Revise career ladders.
- Increase utilization of pre-promotional programs.
- Make promotion/career counseling available to all staff.
- Utilize broadbanding initiative to enhance promotional opportunities and to facilitate inter/intra divisional transfers.

Objective 2 Retention of qualified staff.

The Department measures accomplishment of this objective by

- Increasing the average number of years of service by worksite by 10 percent each year.
- Increasing the number of staff successfully completing the probationary period by 10 percent each year.
- Reducing the number of unscheduled absences by 15 percent each year.
- Reducing the number of disciplinary actions by 10 percent each year.
- Reducing the number of performance ratings less than satisfactory by 10 percent each year.
- Reducing the unfavorable attrition rate to 10 percent or less at each worksite each year.

- Increasing retention rate of volunteers by 10 percent each year.
- Increasing the percent of pre-promotional graduates promoted 10 percent each year.

Strategy: Initiate professional development incentives.

- Sustain tuition reimbursement program.
- Develop a process by which newly hired FTE earn college credit for pre-service training in FY01.
- Increase the number of graduates of the pre-promotional training program by 10 percent each year.
- Promote career path advancement through professional development opportunities.
- Create cash incentives for staff who are certified as translators, who earn advanced degrees and are trained and serve as mentors in FY02.

Strategy: Develop a mentoring program.

- Implement mentoring programs at all worksites in FY02.
 - ▶ The Academy will develop the curriculum in FY01.
 - ▶ The Academy will train trainers in FY01.
 - ▶ The division directors will recommend and refer potential mentors.
 - ▶ The Academy will train the volunteer mentors.
 - ▶ The DOC will provide compensation to trained mentors in FY02.
 - ▶ DHS will track mentored staff retention rates.

Strategy: Develop an incentive program for staff whose attendance is exemplary.

- Form a staff advisory group in FY01 to propose performance standards and to recommend non-monetary considerations for staff whose attendance is exemplary including
 - ▶ A reserved parking space (monthly)
 - ▶ Earned administrative leave (up to three days a year)

Strategy: Maximize personnel's utilization of the staff grievance procedure.

- Adhere to policy and procedure
 - ▶ Provide training to all managers and supervisors in FY01

- ▶ Provide training to line staff in FY02
- Conduct focus groups with the Association of Federal, State, City and Municipal Employees (AFSCME) and Service Employees International Union (SEIU) in FY01 to ascertain if the process meets users' needs
 - ▶ Provide additional training for supervisors and managers as necessary
 - ▶ Identify issues for further discussion with labor representatives

Strategy: Maximize compliance with the meet and confer agreements.

- Honor agreements with AFSCME and SEIU
 - ▶ Provide training to all managers and supervisors
 - ▶ Provide training to line staff

Strategy: Provide opportunities to resolve staff issues through dispute resolution.

- Pilot a mediation program to resolve personal disputes that occur in the workplace in FY02.
 - ▶ Develop pilots with AFSCME and SEIU
 - ▶ Pilot at least one program in a DAI work location
 - ▶ Pilot at least one program in a P&P work location

Strategy: Expand opportunities for recognition of employees whose work performance is exemplary.

- Form a DOC advisory group in FY01 to recommend non-monetary recognition including:
 - ▶ Staff initiated
 - ▶ Supervisor initiated
 - ▶ Citizen initiated
- Ensure strategies are applicable to staff in every division.

Strategy: Provide exit interviews to analyze then address reoccurring reasons for voluntary separations.

- Interview every employee who separates voluntarily by FY02
- Analyze data and incorporate findings by FY02 in

- ▶ The site specific recruitment and retention plans
- ▶ The performance plans of key supervisors and managers

Objective 3 Staff trained for successful job performance.

The Department measures accomplishment of this objective by

- Increasing the percent of new staff successfully completing pre-service.
- Increasing the number of line staff successfully completing pre-promotional training.
- Increasing the percent of tenured staff successfully completing 40 hours of annual in-service training.
- Increasing the percent of new supervisors and managers successfully completing required administrative courses during their probationary period.
- Reducing the number of unsatisfactory performance review ratings.
- Reducing the number of written reprimands.

Strategy: Develop and deliver effective training programs.

- Continuously review and revise curriculum based on
 - ▶ Student evaluations
 - ▶ Training surveys and focus groups
 - ▶ Feedback from division directors and section chiefs
- Utilize MBE and WBE providers in keeping with state guidance.

Strategy: Develop and implement a certification program for the COI and other job classes.

- Seek legislation in FY01 authorizing:
 - ▶ Formation of a standards commission
 - ▶ Development of approved certification criteria
 - ▶ Adoption of certification policies and procedures
 - ▶ Actualization of a certification process in FY02
- Utilize MBE and WBE providers in keeping with state guidance.

Objective 4 Safer working environments for all staff.

The Department measures accomplishment of this objective by

- Decreasing the rate of employee injuries and illnesses.
- Decreasing workdays lost to injuries.
- Decreasing the cost associated with employee injury (workers compensation payments).

Strategy: Enhance physical health and safety of all worksites and improve upon worksite safety practices.

- Continuous review of worksite conditions
 - ▶ Conduct periodic inspections to identify hazards.
 - ▶ Conduct annual audits to identify hazards.
- Evaluate and enhance disease prevention programs.
 - ▶ In consultation with DOH, continuously identify and evaluate the diseases and illnesses DOC staff are at risk in the work place.
 - ▶ In consultation with DOH, introduce preferred practices to protect staff from these diseases and illnesses.
- Prevent the spread of occupational and communicable diseases.
 - ▶ Pursue Missouri Safety and Health Model program strategies.
- Increase the number of health promotion activities such as:
 - ▶ Wellness initiatives
 - ▶ Stress reduction
 - ▶ Physical fitness activities
 - ▶ Nutrition education
 - ▶ Health screens
- Create a cash incentive program in FY02 for staff who meet wellness criteria annually.
 - ▶ Pending approval of a new decision item in the FY02 operating budget

Strategy: Enhance psychological health and safety of all worksites and improve upon worksite safety practices.

- Implement Peer Action and Care Teams (PACT) in FY01 to assist staff exposed to violence in the work place.
 - ▶ Finalize the policy in FY01.

- ▶ The Academy completes the curriculum to train volunteers in FY04.
- ▶ Select volunteer PACT respondents and provide training to them in FY01.
- ▶ Deploy volunteers who will refer as necessary affected staff for professional counseling.
- Establish a notification program by FY02 to inform employee victims of offender violence of administrative decision, criminal proceedings and results of investigations.

Strategy: Administer drug and alcohol testing programs.

- Test staff for cause and to comply with CDL licensing requirements
- In consultation with AFSCME and SEIU develop a pilot random drug and alcohol-testing program to establish a baseline in FY02 for
 - ▶ New hires pre-employment and
 - ▶ Current employees
- Utilize MBE and WBE providers in keeping with state guidance.

Objective 5 Maximize staff performance by ensuring that information and computing resources are available to enable staff to effectively perform their duties.

The Department measures accomplishment of this objective by

- Decreasing the time required to resolve reported technical problems.
- Increasing the number of computer users trained in the use of required applications.
- Increasing the number of trained staff with access to computer workstations.

Strategy: Implement systems to identify, schedule and assess information technology training needs in the most cost-effective and efficient manner.

- Ensure that effective and timely computer applications training is provided to all appropriate staff.
- Implement efficient tools and customer support processes to enhance staff performance.

Strategy: Implement SAM II Human Resource System.

- Decentralize personnel data functions in FY01.
- Establish Help Desk to provide quick response to users' needs in FY02.
- Provide sufficient manpower and other resources to support SAM II Human Resources by FY02.

Objective 6 Maintain continuous improvement processes.

The Department measures accomplishment of this objective by

- Increasing the percent of human resource services with ongoing program evaluations.
- Increasing the percentage of programs with cost benefit analyses completed.

Strategy: Improve the results of programs and services through cost benefit analysis and program evaluations.

- Utilize detail based budgeting whenever possible to increase program funding.
- Reassess DHS's objectives and strategies annually.

Objective 7 Better serve the citizens of Missouri by providing exemplary services and obtaining constructive input from its citizens.

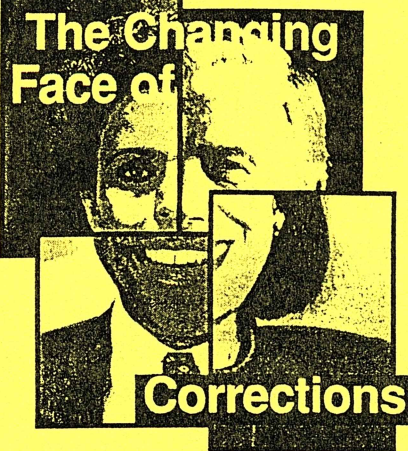
The Department measures accomplishment of this objective by

- Percentage of products and services with measurable customer expectations.
- Percentage of products and services with improvement processes which include customer feedback.

Strategy: DOC's Excellence in Public Service Committee is a resource to all units in the Department and is a link to the Governor's Office of Excellence and Customer Service.

- Explore with Missouri citizens key correctional issues, obtain their input and use their feedback to inform program development.

- Establish benchmarks for customer (citizen and taxpayer) satisfaction by FY02.
- Assess staff satisfaction through exit interviews and other contacts.
- Recognize staff for exemplary attendance, outstanding job performance and excellent customer service.



Facing Tomorrow Today—Diversity And Staff Development in Corrections

by Peter J. Braun, Alma G. McKinney and the Florida Team

Given today's rapidly changing environment, corrections professionals need to adapt if they are to thrive. Each correctional organization faces its own unique challenges. Each has a variety of resources it uses for problem solving. There is no single "right" way to address the changing training and professional development needs of staff. However, most practitioners agree there are sound, identifiable principles that make successful programs stand apart from the rest.

Agency leadership must: (1) communicate a clear vision of desired outcomes and measure current reality against this standard, (2) value staff as their most important resource, (3) have an "investment mentality" that creates and follows a plan identifying the who, what, when and how of actions needed to achieve the vision, and (4) demonstrate consistency and commitment to follow through on their plan and achieve their vision.

This article describes three different

approaches to address staff issues. All three work well because they are based on sound human resource development principles. Although the problems and solutions presented are different, a common thread can be found in the philosophy these approaches share.

New Tools Help Shape "People Programs"

On July 1, 1981, Washington's state Legislature officially established the Department of Corrections (DOC) as a separate agency when it removed the Division of Adult Institutions from the Department of Social and Health Services.

In the fall of 1991, as the Washington DOC celebrated its tenth anniversary, it took the time to clarify its values, using a grassroots approach to involve all segments of the agency. One result of this process was a list of seven key values. The exercise also created the momentum to use these values as an internal benchmark to guide key decision making and facilitate the department's interactions with others.

At the top of this list of organizational values is "Staff as our greatest asset—We are committed to the personal and professional development of



Courtesy: Washington Department of Corrections

Thanks to Washington state's Staff Training System, correctional staff can access training information at the touch of a button.



Courtesy Florida Department of Corrections

The skills that female corrections supervisors learn in Florida's "Women Facing the Future" program make them better prepared to meet the challenges of their job.

our staff." This value drives departmental efforts in recruiting, training and retaining its employees—the people who do the work, who accomplish the mission of the department.

Doubling its capacity over the past 10 years, the Washington DOC currently employs 6,100 individuals who work in 355 different job classifications. Staff are assigned to one of 13 corrections centers within the Division of Prisons, to the headquarters building in Olympia, Wash., or to one of the Division of Community Corrections' 68 field offices, two prerelease facilities or 15 work/training release centers. Current inmate capacity is 11,000, with an additional 66,750 offenders being monitored after release.

As the Washington DOC faced the complex challenges of rapid expansion and program changes, it found itself with a training and development program plagued with information gaps and systemic flaws. Data gathering, program evaluation and communication systems were outdated. These systems allowed staff to measure only what had happened, providing little help in assessing or communicating what needed to be done. Too often, training program staff found themselves reacting to calls for "desperately needed" training. They realized that they needed to create a proactive approach to employee training and

development and a set of tools to get the job done well.

One set of tools developed out of this awareness is the Staff Training System (STS). The backbone of STS is expanded staff access to information and resource sharing created by an enhanced, internal electronic mail (e-mail) system. STS promises to be a tool that can help staff share the responsibility for individual career planning and create opportunities for meaningful dialogue with their supervisors to address individual development needs in light of departmental missions and goals. STS also provides agency management with specific tools to help plan, support and monitor the implementation of essential training, while communicating its vision for the future.

Over the past two years, the Washington DOC has established various elements of STS within the agency e-mail system. For example, anyone with access to the system (over 60 percent of employees, so far) can review "training profiles" for any of the agency's 355 job classifications. These profiles list the mandatory training for that job class and any job-specific requirements. They include a list of beneficial training areas that enhance the knowledge, skills and abilities of staff working in that job class. STS contains other valuable individual career-planning tools—including typical career

paths/ladders, personnel job descriptions and minimum qualifications for Washington DOC positions, and a list of available training resources—that can be accessed by all employees.

Last summer, STS included the annual National Institute of Corrections (NIC) training catalog in one of the "filing cabinets" in the e-mail system, making it available to the system's 3,600 registered users as a supplement to the printed copies that are distributed throughout the agency. According to NIC, the Washington DOC was the first agency to request its catalog in an alternative format and to distribute it using electronic means. Enhanced access to this information led to additional, qualified employees attending relevant NIC training seminars.

The next hurdle the state faces is marketing STS and its benefits to employees at all levels and locations in the department. Part of this marketing will be to demystify the system to those who still struggle with computers. STS must not only provide valid information, but it must also be user friendly and respond to the changing needs of staff.

The department continues to refine elements of STS and the overall staff training and development program. It needs to further identify the specific competencies required by corrections professionals to succeed in their changing environment and link these to the department's plans for future program enhancements. STS is only one part of the Washington DOC's overall staff training and development efforts, but it promises to help Washington DOC create its future.

Making Diversity A Priority

The Missouri DOC, like most other state DOCs, must be prepared to meet the demands of tremendous growth and change. One of many human resource issues that will assist the department in being successful is work-force diversity.

Missouri's corrections personnel hear the following statement repeatedly: Approximately 50 percent of all

people incarcerated or under some form of supervision are people of color. Yet, most of the individuals responsible for custody, supervision or support functions within corrections are of the majority race. They are asked: Why isn't there comparable diversity in the corrections work force? All too often the response is the same: We can't find qualified minority applicants. We also can't find qualified women. The department's executive staff recognize that this no longer can be accepted as a valid reason for the small number of minority employees in the work force.

The Missouri DOC philosophy states: "We must be concerned with the issues of community safety, quality of service, professionalism, and the importance of the individual regardless of their status as offender or staff member. These are the areas that represent the greatest test for the department. Disregard for any of these diminishes the level of our commitment to our mission, to the citizens of Missouri, and to our co-workers."

This means that no individual will be given any higher regard, given preferential treatment or be deemed unacceptable because of his or her social status, race, ethnicity, religious beliefs, gender, age, color or national origin. These lofty ideals sound good, but how are they incorporated into sound business practices?

Recruiting. The Missouri DOC recognizes that it must do a better job of recruiting potential employees from all segments of the state's population. To accomplish this, the department added two new human relations officers to focus on planning, coordinating and implementing recruitment strategies. In addition to traditional recruitment methods, these employees have established contacts with churches and other religious groups; fraternities and sororities; local community-based organizations, such as chambers of commerce; the Don Bosco Group and Better Family Life; local chapters of national organizations, such as the Urban League and the National Association for the Advancement of Colored People; and

other ethnic- and gender-based organizations. These groups offer valuable assistance in getting the word about job opportunities out to more people.

The department, along with other state agencies, has successfully participated in Black Expos by setting up information and recruitment booths. The public usually is not aware of the various types of positions available in corrections. Expos and other forums are practical means for disseminating this information to large segments of the population.

Volunteer and internship programs are two other avenues used to interest people in a career in corrections. In 1994 the department selected three interns to participate in a pilot project for minority and rural students. The interns will work for the Missouri DOC for two years. The department is striving to make the experience meaningful and rewarding so the interns will choose to become full-time regular staff at the end of the two-year period.

These students are not performing typical "gopher" tasks. One has the responsibilities of a caseworker at a maximum security institution, another has the limited caseload of a probation and parole officer, and the third does research in the Division of Offender Rehabilitative Services. Approximately 70 percent of the students who intern with Missouri Probation and Parole eventually become employees of the department.

Retention. The Missouri DOC realizes that obtaining a diverse work force by recruiting and hiring is just one factor in building an effective work force. An equally difficult task is to maintain diversity by retaining good employees.

Traditionally, the corrections work force in Missouri has been predominantly white men. There has been some resistance in accepting women and racial minorities into this area. To assist staff in overcoming this resistance, the department has implemented cultural diversity training sanctioned by NIC. Each new employee receives a minimum of four hours of diversity training and the department offers an additional 16 hours of cultural diversity training as a part of its in-service training program. This program has been well received by staff.

The department's affirmative action plan clearly defines the role all employees play in reaching the department's planned goals—from the department director ensuring the department's commitment and implementation, to line staff being expected to value and respect the diversity of their peers. Programs and activities are planned in all of Missouri's institutions and offices for month-long observances, such as Black History Month, Women's History/Empowerment Month, Hispanic/Latino Heritage Month and Asian/Pacific-American Month. These activities provide staff with additional exposure and a better understanding and acceptance of cultures different from their own.

Because some employees feel they have been mistreated and believe the mistreatment was based on gender or race issues, the Missouri DOC human relations officers investigate and help to resolve those types of concerns. The Human Resources Unit is in the process of becoming more proactive. Consequently, human relations officers are involving themselves in more and more ombudsman-type situations.

Florida's Vision: 2000 and Beyond

"Until now, I never knew there were any female correctional officers out there wearing white shirts." This is heard again and again by groups of women participating in the Florida DOC training program "Women Facing the Future." Few people are aware that there are women in the field who wear the white shirt that indicates supervisory status. Promotional opportunities for female correctional personnel were once so limited that women had few, if any, role models. Today that is changing.

In 1984, Florida had only 28 major correctional institutions, 26,471 inmates and 69,538 probationers. There were only 11,500 employees. Now, 10 years later, Florida has 47 major correctional institutions, 57,000 inmates and 135,000 probationers. The work force is now 23,000 strong; 38 percent are women, and 18 percent of the women are in correctional officer

supervisory positions.

The Florida DOC used strategic planning to act on its commitment to develop a quality work force. Staff are provided with professional and personal development opportunities designed to help them deal effectively with challenges they encounter. The values of work-force diversity are embodied in the department's organization and are reflected in this strategic plan. In addition, diversity among staff is recognized and celebrated.

Because managing this diverse work force requires new insights and abilities, the department implemented "Women Facing the Future" as a supervisory training program on managing diversity.

It is a two-and-a-half day training class for female correctional officers. The program was created by and is taught by women in the department. Topics covered in the program include management skills, rights and responsibilities, and personal and professional development. As of Dec. 31, 1994, 2,555 female correctional officers have participated in this training. But this nationally renowned training program is just one of the innovative, action-oriented approaches the department has taken to train, develop and retain a diverse work force.

The department also is committed to the professional development of its employees through its certified public manager (CPM) training. So far, 127 corrections employees have completed this 18-month, graduate-level course and become CPMs. CPM program participants can earn up to six hours of college credit for the course. Employees are recommended to participate in the program by their regional directors, tuition is paid by the department, and classes are held throughout the state during work hours. The department gains a professional management team, and graduates gain the training that prepares them for management jobs.

The Florida DOC is committed to assisting its staff in managing challenges. "Corrections is five percent hardware and 95 percent people; we are about people," says Florida Corrections Secretary Harry K. Singletary Jr. The Florida DOC not only is managing change within the department but is

looking beyond change to realize tomorrow's vision today.

Conclusion

Although the priorities and methods used in implementing strategies to meet present and future challenges will be unique to each agency, some basic human resource principles persist: Do an exceptional job of recruiting and selecting, continuously upgrade and improve employees' skill levels through training and development and make organizations places employees

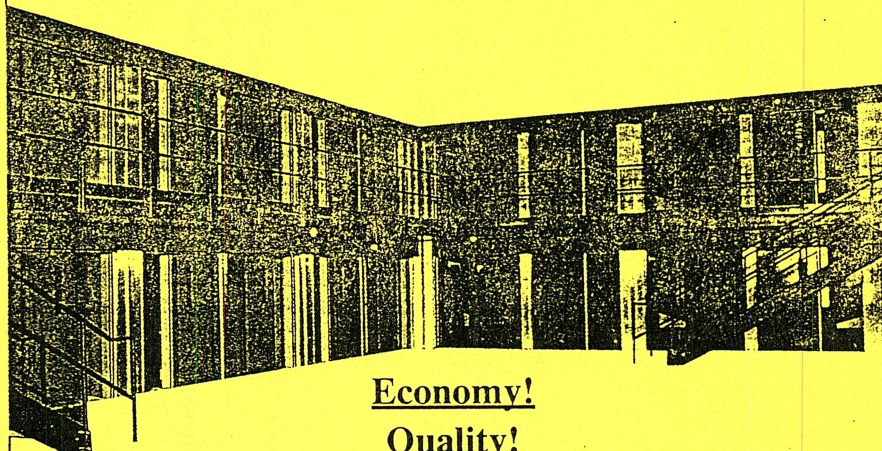
will want to begin and end their careers. Washington, Missouri and Florida are seeking to do just that. 

Peter J. (PJ) Braun is a manager in the Washington DOC's Division of Human Resources. Alma G. McKinney is the director of human resources for the Missouri DOC. Nancy K. Wittenberg, Rick Maxey, Evelyn Ploumis-Devick, J.D. Lester and Paula Bryant, all from the Florida DOC, are the team members from Florida who contributed to this article.

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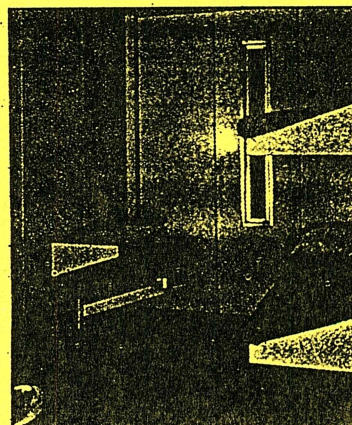
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Construction

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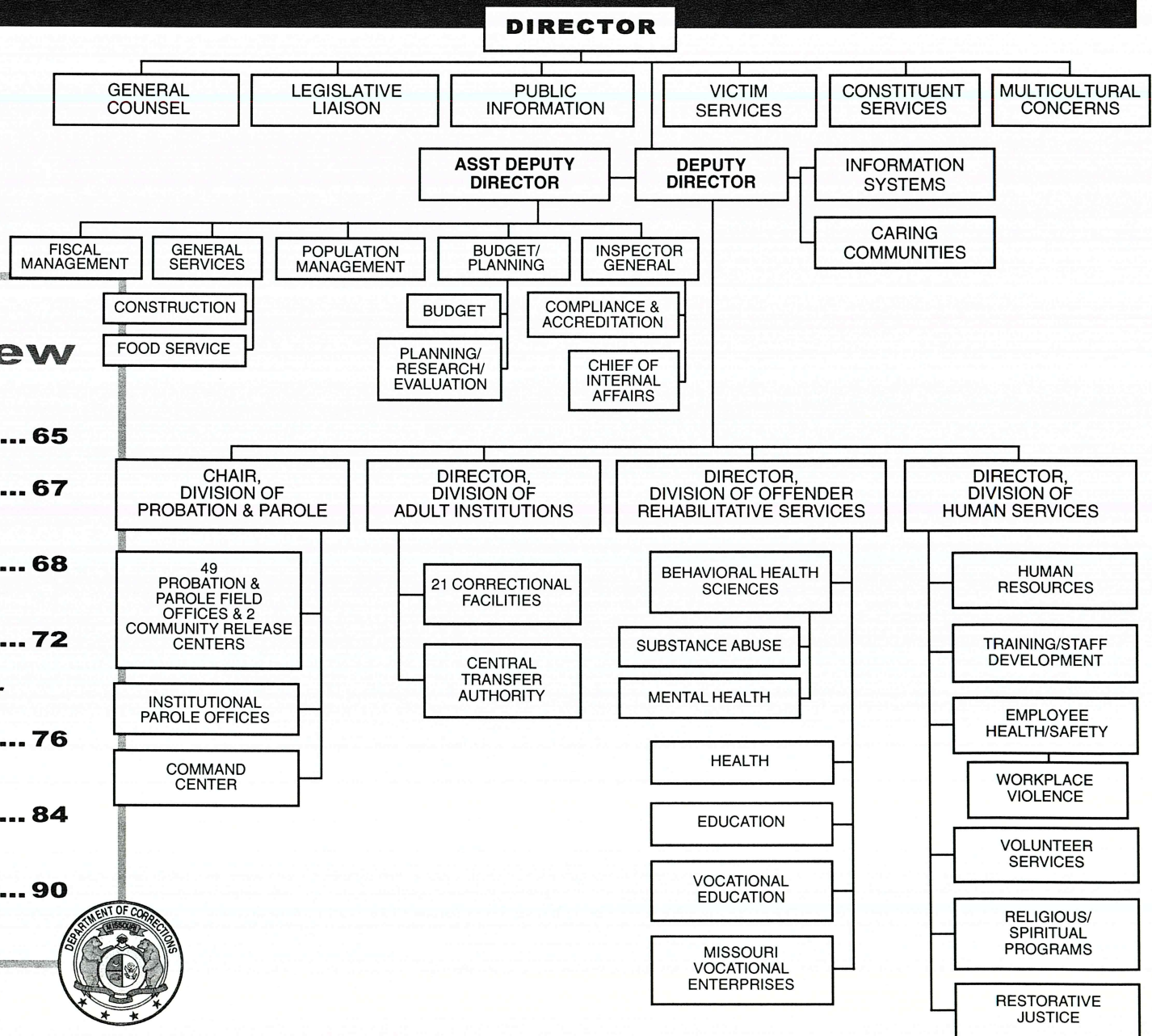


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Organizational Chart

Missouri Department of Corrections



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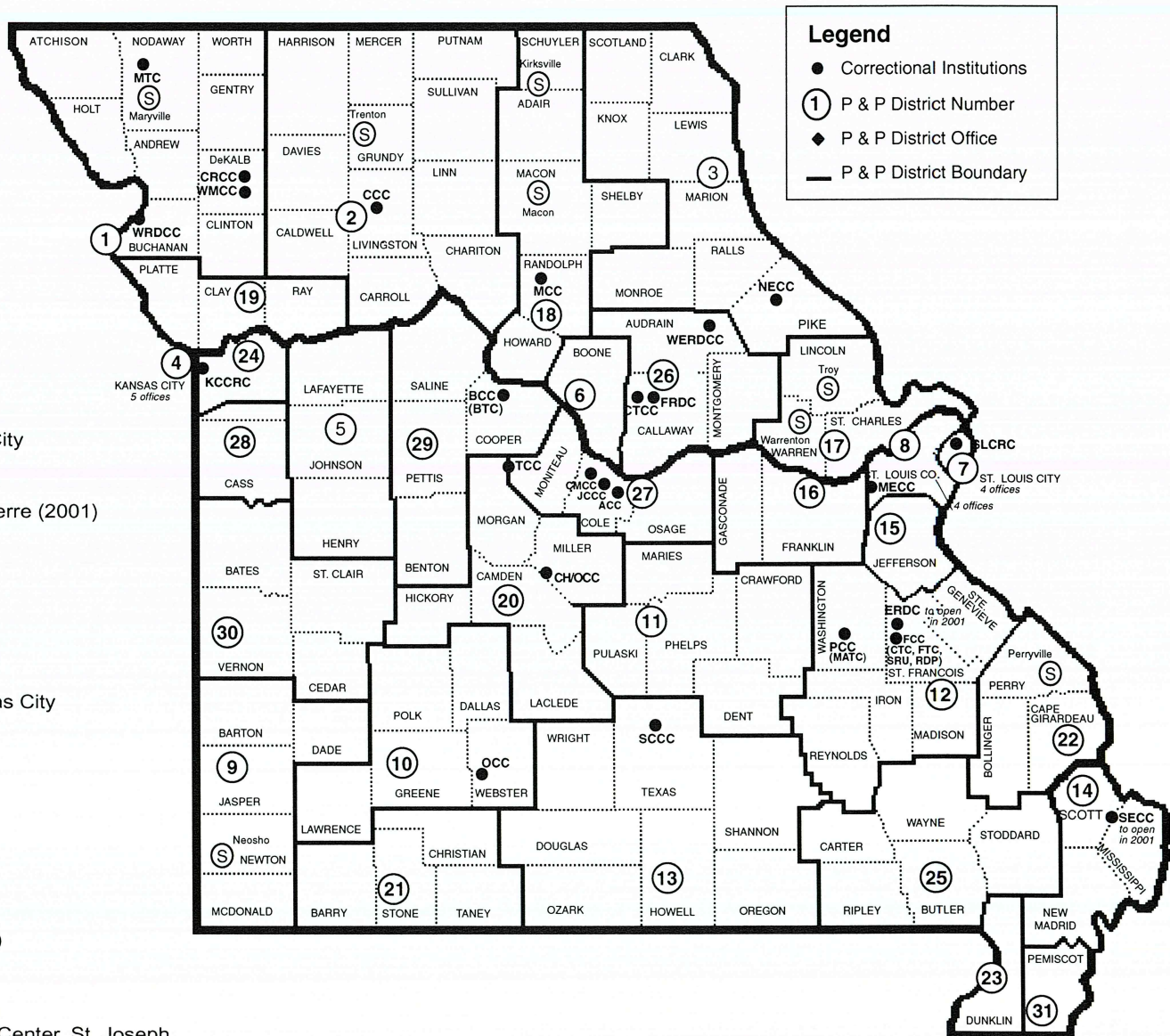
Probation & Parole District Offices

1. St. Joseph (Satellite in Maryville)
2. Chillicothe (Satellite in Trenton)
3. Hannibal
4. Kansas City (5 offices)
5. Warrensburg
6. Columbia
7. St. Louis City (4 offices)
8. St. Louis County (4 offices)
9. Joplin (Satellite in Neosho)
10. Springfield (2 offices)
11. Rolla
12. Farmington
13. West Plains
14. Sikeston
15. Hillsboro
16. Union
17. St. Charles (Satellites in Troy & Warrenton)
18. Moberly (Satellites in Macon & Kirksville)
19. Liberty
20. Camdenton
21. Branson
22. Cape Girardeau (Satellite in Perryville)
23. Kennett
24. Independence
25. Poplar Bluff
26. Fulton
27. Jefferson City
28. Belton
29. Sedalia
30. Nevada
31. Caruthersville

Department Facilities

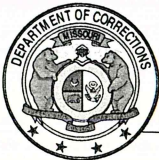
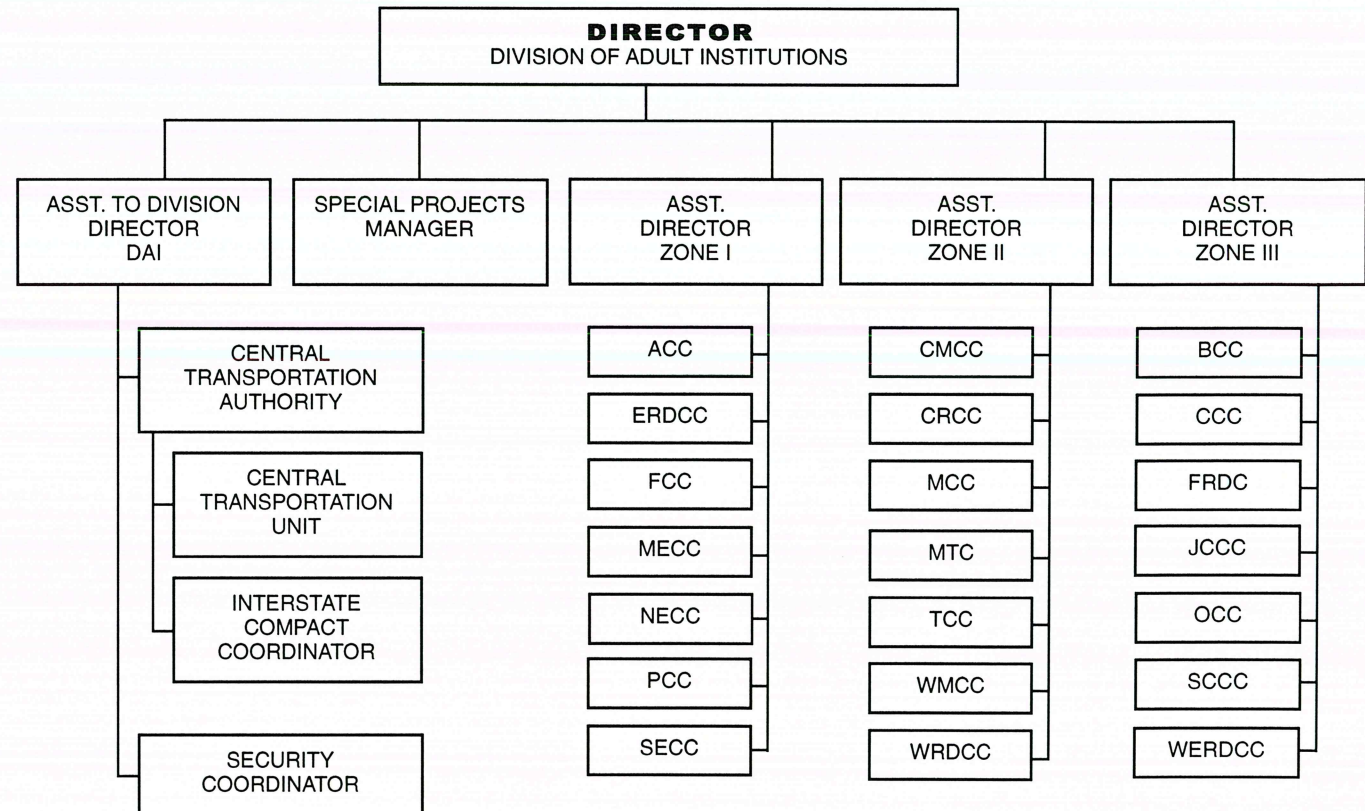
ACC - Algoa Correctional Center, Jefferson City
 BCC - Boonville Correctional Center, Boonville
 BTC - Boonville Treatment Center, Boonville
 CMCC - Central Missouri Correctional Center, Jefferson City
 CCC - Chillicothe Correctional Center, Chillicothe
 CRCC - Crossroads Correctional Center, Cameron
 ERDC - Eastern Reception & Diagnostic Center, Bonne Terre (2001)
 FCC - Farmington Correctional Center, Farmington
 CTC - Community Therapeutic Center, Farmington
 FTC - Farmington Treatment Center, Farmington
 SRU - Social Rehabilitation Unit, Farmington
 FRDC - Fulton Reception & Diagnostic Center, Fulton
 CTCC - Cremer Therapeutic Community Center, Fulton
 JCCC - Jefferson City Correctional Center, Jefferson City
 KCCRC - Kansas City Community Release Center, Kansas City
 MTC - Maryville Treatment Center, Maryville
 MECC - Missouri Eastern Correctional Center, Pacific
 MCC - Moberly Correctional Center, Moberly
 NECC - Northeast Correctional Center, Bowling Green
 OCC - Ozark Correctional Center, Fordland
 CH - Camp Hawthorn, Kaiser
 PCC - Potosi Correctional Center, Potosi
 MATC - Mineral Area Treatment Center, Mineral Point
 SCCC - South Central Correctional Center, Licking
 SECC - Southeast Correctional Center, Charleston (2001)
 SLCRC - St. Louis Community Release Center, St. Louis
 TCC - Tipton Correctional Center, Tipton
 WMCC - Western Missouri Correctional Center, Cameron
 WRDCC - Western Reception, Diagnostic & Correctional Center, St. Joseph
 WERDCC - Women's Eastern Reception, Diagnostic & Correctional Center, Vandalia

Correctional Institutions and Probation & Parole Offices



Missouri Department of Corrections

Division of Adult Institutions



The Division of Adult Institutions (DAI) is responsible for the operation of the state's 19 correctional centers and the care, custody and control of incarcerated offenders. The division ensures conditions of confinement are constitutional.

It is projected that the Department will confine an average daily population of 27,831 inmates during FY01. Of the 27,831 offenders, 27,031 will reside in a DAI facility; the remaining 800 will be assigned to community release centers. Two new maximum security facilities are under construction to keep pace with the projected rate of growth in the prisoner population.

- **Eastern Reception, Diagnostic and Correctional Center**—2684 maximum security beds. Scheduled occupation, 2001.
- **South East Correctional Center**—1500 maximum security beds. Scheduled occupation, 2001.

An existing facility, Tipton Correctional Center, is being renovated to house male or female offenders to accommodate changes in male and female capacity needs.

- **Tipton Correctional Center**—Scheduled completion, November 2001.

Replacement of the Jefferson City Correctional Center, the oldest continuously operating state prison west of the Mississippi River, is in design phase.

- **Jefferson City Correctional Center**—Scheduled completion, Spring 2003.

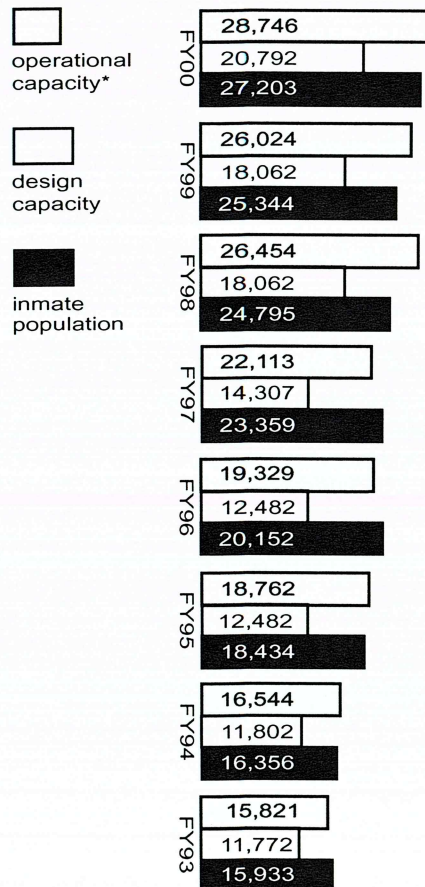
Admission to the Department of Corrections begins at a Reception and Diagnostic Center where key assessments and diagnostic testing occur in the following areas:

- Medical
- Mental health
- Education and vocational
- Substance abuse
- Risk to the public
- Risk to self, other inmates and staff

To ensure assessments are timely, intake capacity was expanded and regionalized.

- **Central Region – Fulton Reception, Diagnostic and Correctional Center (FRDC)**, Fulton
- **Western Region – Western Reception, Diagnostic and Correctional Center (WRDCC)**, St. Joseph

Operational & Design Capacity v. Inmate Population



*Includes saturation beds plus administrative segregation, punitive segregation, protective custody and reception & orientation beds

Lawsuits Per Thousand Inmates

1993	77.4
lawsuits per 1000 inmates	
1999	13.8
lawsuits per 1000 inmates	

Escapes Per Thousand Inmates

FY93	.44
escapes per 1000 inmates	
(7 escapes: 15,933 inmates)	
FY00	.07
escapes per 1000 inmates	
(2 escapes: 27,203 inmates)	

- **Eastern Region – Eastern Reception, Diagnostic and Correctional Center (ERDCC)**, Bonne Terre
- **Statewide (female offenders) – Women’s Eastern Reception, Diagnostic and Correctional Center (WERDCC)**, Vandalia

The Department has completed the first two of three facilities to fully regionalize the reception and diagnostic functions for male inmates. The third institution in Bonne Terre will be ready for occupancy in FY02.

Of the 27,000-plus inmates in Missouri prisons, only 3 percent (800) have a sentence of life without parole or capital murder. The Department, through its management of existing facilities and newly constructed institutions, has created a unique correctional environment that parallels life outside prison to prepare offenders throughout the time of confinement for re-entry into the community.

The Division of Adult Institutions was the first division to adopt “Parallel Universe” as its approach to correctional management. Parallel Universe is based on the belief that:

Life in prison should resemble life in the community within the parameters of overriding public safety concerns so that offenders acquire values, habits and skills to enable them to be productive law-abiding citizens.

DAI institutional programming incorporates the four interactive expectations and opportunities identified in the Parallel Universe model.

- Every offender is actively engaged during work and non-work hours in productive activities that parallel productive work in free society. During work hours, offenders go to work and school and, as applicable, to treatment for sex offenses, chronic mental health problems and drug/alcohol dependencies. During non-work hours, they participate in community service, reparative activities, religious programming and recreational activities.
- Every offender is expected to learn and practice effective relapse prevention strategies and to abstain from unauthorized activities, including the consumption of drugs and alcohol and sexual misconduct.
- Offenders earn opportunities to make choices during confinement and are held accountable for the choices they make.
- Offenders earn recognition for good conduct and improve their status by adhering to the Department’s rules and regulations. Likewise, offenders lose

status and privileges associated with standing when they violate rules and regulations.

Accordingly, every correctional institution ensures the general population is employed full-time so that offenders are released as civil, sober, productive and law-abiding citizens.

DAI's 19 correctional centers are staffed by 7000-plus correctional professionals of which number, over 5000 are uniformed staff. The division also operates the following units to enhance institutional security and public safety:

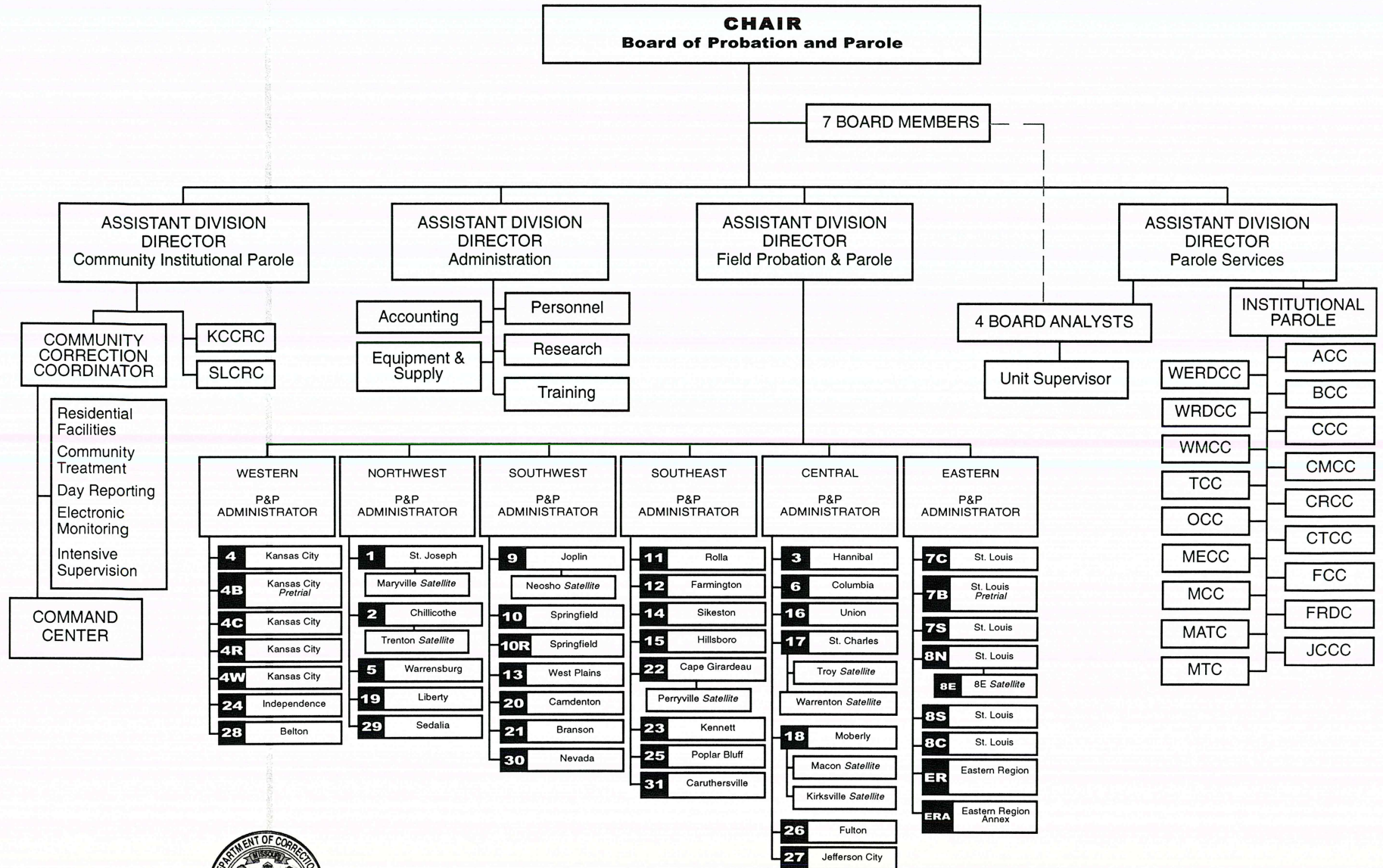
Reparative Activities by DAI Institution	
ACC	Wooden toys
BCC	Garden and Bike Refurbishing
CCC	Quilting & Happy Hats
CMCC	Toyboxes
CRCC	Flowers and Holiday Bags
FCC	Puppets and Wheelchair Ramps
FRDC	Activity Book
JCCC	Habitat for Humanity Components and Children's Stools
MCC	Personal Energy Transportation Carts and Garden
MECC	Laundry Bags and Footlockers
MTC	Sandboxes and Community Projects
NECC	Coloring Books and Birdhouses
OCC	Habitat for Humanity Components and Community Projects
PCC	Greeting Cards
SCCC	Wheelchair Repair
TCC	Birdhouses and Stuffed Animals
WERDCC	Quilts, Garden and Stuffed Animals
WMCC	Garden and Wooden Toys
WRDCC	Bike Refurbishing and Community Projects

- Institution Emergency Squads—Local rapid response teams for volatile/dangerous incidents
- Tactical Response Teams (CSTAR)—Statewide tactical team for emergency response
- K-9 Unit—Statewide teams for drug interdiction/search and tracking of escapees
- Hostage Negotiation Teams—Statewide teams defuse and gain release of hostages.

Missouri Department of Corrections

Division of Probation and Parole

REVISED 10/17/2000



Probation & Parole Caseload FY93 to FY00

FY93	40,910
FY94	43,382
FY95	46,133
FY96	48,981
FY97	52,886
FY98	57,012
FY99	61,199
FY00	62,102

The Division of Probation and Parole supervises probationers assigned to the division by the Circuit Court, and parolees released by the Parole Board and referred via the Interstate Compact.

There was a total of 62,102 offenders under the supervision of the division as of June 30, 2000, including 11,690 parolees and 50,412 probationers. As of June 30, 2000, 1862 staff served in the Division of Probation and Parole. To manage the caseload, the staff is divided into six field regions and assigned to 42 local district offices and 10 satellite offices. The division also houses the Community Corrections Section which includes the Department of Corrections Command Center. A seventh region oversees the operations of 21 institutional parole offices.

Parole Board

The Probation and Parole Board is comprised of seven full-time members who determine the eligibility and conditions for the release of inmates confined in the Division of Adult Institutions. They also investigate applications for pardons, commutations of sentence, reprieves or restorations of citizenship for the Governor. The Chair of the Board of Probation and Parole serves as the Division Director of Probation and Parole.

Community Corrections

The Department has developed a continuum of supervision and services strategies that are coordinated by the Division's *Community Corrections Unit*. The Community Corrections Unit includes:

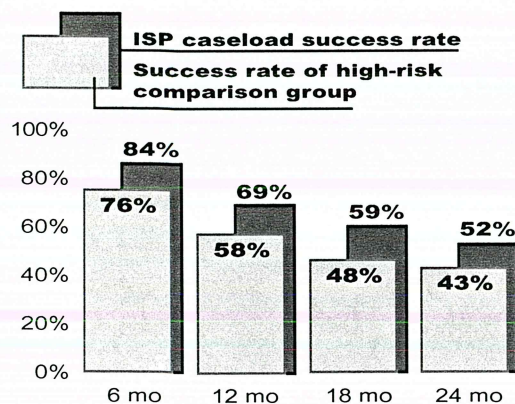
- *Community Release Centers* in St. Louis and Kansas City, capacity 800 beds, for high risk offenders who are within a year of parole and are eligible to work in the community.
- *Residential Facilities* are provided by contracts with private agencies and are available in Columbia, St. Louis, Kansas City and Fordland. Residential facilities serve high need offenders who require a structured transitional living setting.
- The *Electronic Monitoring Program* (EMP) can be stipulated by the court or the Board for high risk offenders. During FY00, 3,912 offenders were supervised in the EMP, a 72 percent increase over FY99.

Community Treatment

In FY98, the Department established *Local Sentencing Initiatives* to intervene with as many high risk, high need probationers as possible at the earliest possible time and at the lowest appropriate level of

During the same period that prison admissions increased 10.6% in counties without Local Sentencing Initiatives (FY97 to FY00), admissions to prisons decreased 2.1% in the 24 counties with LSIs.

LOCAL SENTENCING INITIATIVES Performance July 1997 to date



Of the 4146 offenders who entered LSI programs:

- 3345 have been on the LSI caseload for at least 6 months of which number 84% (2808) are successful to date.
- 2461 have been on the LSI caseload for at least 12 months of which number 69% (1703) are successful to date.
- 1653 have been on the LSI caseload for at least 18 months of which number 59% (969) are successful to date.
- 829 have been on the LSI caseload for at least 24 months of which number 52% (433) are successful to date.

PERCENTAGES HAVE BEEN ROUNDED

supervision to reduce relapse, recidivism and revocation. Today, there are 25 LSI programs in 24 counties including 16 drug courts.

Drug Courts provide eligible pre-trial detainees and probationers an alternative to traditional criminal prosecution for the illegal use of drugs. Offenders who participate in drug courts receive intervention at the earliest opportunity. The DOC, in partnership with the courts and communities supervise offenders in 22 of the state's 30 drug courts. Next year we will partner with an additional 18 drug courts and communities throughout the state.

Recognizing appropriations alone are insufficient to provide all the substance abuse interventions the state needs, DOC also proposed legislation in 1998 to require drug offenders on probation to pay for an assessment to ascertain the scope of their substance abuse problem, then cover costs associated with their ongoing treatment. Paying for services is the first step in claiming responsibility for recovery, and a critical step toward keeping offenders out of prison. The **Required Assessment, Education and Treatment Program (REACT)** requires participation as a condition of probation.

Field Services

All offenders newly sentenced to probation are evaluated by field officers then placed in the level of supervision consistent with their risk to re-offend to reduce the likelihood of recidivism.

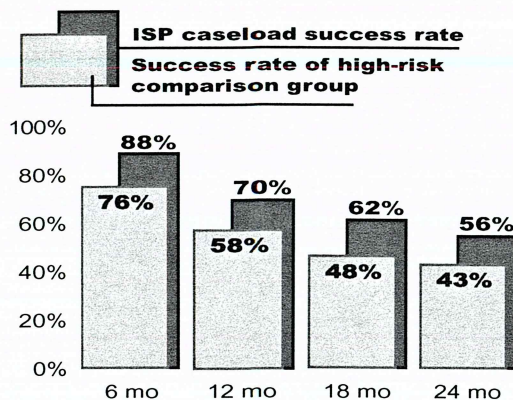
Intensive Supervision Program (ISP) provides high risk offenders with frequent probation and parole officer contact, usually four meetings per week, etc. A total of 16,141 offenders was being supervised on ISP on June 30, 2000.

Regular Supervision provides monthly contacts and ongoing employment verification for offenders who require a moderate level of supervision. There were 22,993 offenders on regular supervision on June 30, 2000.

Modified Regular and **Minimum Supervision** services include reduced levels of contact for offenders who have demonstrated success with reduced supervision. As of June 30, 2000, there were 19,468 offenders on modified and minimum supervision.

The **Sex Offender Supervision Unit** works with the **Missouri Highway Patrol** and local police departments so that sex offenders under community supervision comply with federal and state guidelines for sex offender registration. This office also oversees the polygraphing of sex offenders to identify offenders at risk of violating the terms of supervision.

INTENSIVE SUPERVISION (ISP) Performance July 1997 to date



Of the 33,924 offenders who entered ISP programs:

- **24,482 have been in the program for at least 6 months of which number 88% (21,488) are successful to date.**
- **17,292 have been in the program for at least 12 months of which number 70% (12,058) are successful to date.**
- **11,345 have been in the program for at least 18 months of which number 62% (6976) are successful to date.**
- **4913 have been in the program for at least 24 months of which number 56% (2757) are successful to date.**

PERCENTAGES HAVE BEEN ROUNDED

Community Partnerships

The Department has developed innovative community based programs in partnership with the departments of Mental Health, Public Safety and Economic Development so that offenders remain in the community where they are held accountable for their behavior and are responsible to their families and employers as sober, civil and productive members of the community.

Reparation Boards have been developed in partnership with the courts in 8 communities to help offenders gain insight into the impact of crime on the community and to recommend specific reparative activities to be completed by offenders to restore or repair the community.

Community Service

Many probationers are ordered by the court to perform community service as reparation to the community for their criminal conduct. During FY00, offenders under community supervision completed 321,243 community service hours, a significant increase of 132 percent over the FY93 total of 138,407. Many offenders are also required to compensate victims of crime, repay court costs and make restitution to offset individual victims' losses. Probation and Parole officers ensure offenders fulfill their financial obligations.

Missouri Department of Corrections

Division of Offender Rehabilitative Services

**DIRECTOR • DIVISION OF OFFENDER
REHABILITATIVE SERVICES**

Management
Analysis
Specialist II

ASST. DIVISION
DIRECTOR
MEDICAL
SERVICES

ASST. DIVISION
DIRECTOR
BEHAVIORAL
HEALTH SERVICES

ADMINISTRATOR
MISSOURI
VOCATIONAL
ENTERPRISES

ASST. DIVISION
DIRECTOR
EDUCATION

COORDINATOR
WORKFORCE
READINESS

CHIEF OF
NURSING
SERVICES

QUALITY
ASSURANCE

MEDICAL
CONTRACTUAL
SERVICES

CHIEF of
SUBSTANCE
ABUSE
SERVICES

CHIEF of
MENTAL
HEALTH
SERVICES

COORDINATOR
SEX
OFFENDER
SERVICES

ASST.
ADMINISTRATOR
MVE

RESEARCH
PRODUCT
DEVELOPMENT

ASST.
ADMINISTRATOR
MVE

SALES

WARE-
HOUSING

ASST.
ADMINISTRATOR
MVE

VOCATIONAL
EDUCATION
SUPERVISOR

ACCOUNTANT
III

INFORMATION
SUPPORT

SALES
REPRESENTATIVES

EDUCATION
PROGRAM
MANAGER
YOUTHFUL OFFENDER
PROGRAM

EDUCATION
PROGRAM
MANAGER
INTER-AGENCY

EDUCATION
PROGRAM
COORDINATOR
ADULT EDUCATION ACT

EDUCATION
PROGRAM
COORDINATOR
SPECIAL EDUCATION

EDUCATION
PROGRAM
COORDINATOR
TITLE I

EDUCATION
PROGRAM
COORDINATOR
ASSESSMENT &
EVALUATION

EDUCATION
PROGRAM
COORDINATOR
CURRICULUM &
INSTRUCTION

EDUCATION
PROGRAM
COORDINATOR
AEA/LITERACY

INSTITUTIONAL
EDUCATION
SUPERVISORS

AREA TREATMENT
COORDINATOR
NORTHWEST

AREA TREATMENT
COORDINATOR
CENTRAL

AREA TREATMENT
COORDINATOR
SOUTHEAST

AREA TREATMENT
COORDINATOR
EASTERN

AREA TREATMENT
COORDINATOR
SOUTHWEST

INSTITUTIONAL
SUBSTANCE
ABUSE SERVICES
ADMINISTRATOR

REACT
COORDINATOR

FTC

MATC

CTCC

WRTC

EASTERN
REGION
MANAGER

CENTRAL
REGION
MANAGER

WESTERN
REGION
MANAGER



Research based on offender populations at the time they enter the criminal justice system indicates:

- 66% have a history of—or exhibit current—substance abuse problems
 - 70% have not earned a high school diploma or GED
 - 68% have poor work histories
 - 90% have no marketable skill
 - 11% are sentenced for sexual assault or abuse
 - 17% have chronic medical conditions and physical disabilities
 - 11% suffer from chronic mental illnesses
-

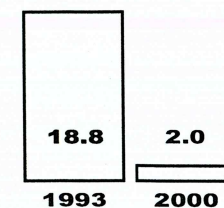
The Division of Offender Rehabilitative Services (DORS) is responsible for developing and delivering the services essential to the development of pro-social skills while on probation or in prison. DORS delivers the treatment, education and some of the work components of Parallel Universe.

The Division employs licensed clinical psychologists, registered nurses, physicians, psychiatrists, substance abuse counselors, an educational superintendent, education specialists and other professionals. Staff provide clinical supervision (sometimes for professional licensure); discipline-specific staff development seminars; drafts, reviews and interpretations of discipline-specific legislation; development of discipline-specific policies; monitoring and improvement of the quality of offender services; and development of initiatives and treatment programs to rehabilitate incarcerated offenders. The rehabilitative mission of the Division enables offenders to acquire skills essential to function in the community as sober, civil, productive and law-abiding citizens. The programs and services provided by the respective sections are delivered in concert with employees, contractual agreements, interagency agreements and independent providers from the community.

Medical Services

Since 1992, the Missouri Department of Corrections has contracted for the delivery of inmate medical services. The managed care system reflects community standards for primary care and emphasizes early identification of health problems and early intervention in order to prevent debilitating chronic health problems while controlling catastrophic costs for medical care over the life of the contract. Now encompassing 22 medical units and 12 in-house infirmaries, the level of in-house care ranges—depending on institutional size—from daily, routine sick call services to 24-hour infirmary care.

Medical Lawsuits per 1000 Inmates



Chronic care clinics including Neurology, Hypertension, Cardiovascular, Pulmonary, Infectious Disease/TB, Infectious Disease/nonTB, Endocrine, Hepatitis C and Special Needs, ensure that those with chronic conditions are afforded continuity of care. Today there are 18 medical staff for every 1,000 inmates—a substantial increase over the 11 per thousand ratio in 1991.

DOC's Medical Services Monitoring Team oversees the services provided by the contractor to ensure its compliance with applicable State statutes, MoDOC policies and procedures, contract mandates and the National Commission on Correctional Health Care (NCCHC) standards. On-site audits, examination of reports from institutional superintendents, inmate focus groups, analysis of reports from the contractor, random and selected review of medical records, review of equipment maintenance reports, direct regular

Chronic Care Clinics

- **Neurology**
- **Hypertension**
- **Cardiovascular**
- **Pulmonary**
- **Infectious Disease/
TB**
- **Infectious Disease/
nonTB**
- **Endocrine**
- **Hepatitis C**
- **Special Needs**

meetings with the contractor, interface with external agencies, analysis of grievance and Constituent Services Office (CSO) findings and data reports, as well as a comprehensive documents files are used to assess quality of services and have resulted in a drop in medical lawsuits. Additionally, medical grievances have been reduced by half and complaints received by the CSO have declined to 6 percent of total complaints. Today, 17 of the 21 MoDOC correctional centers eligible for accreditation are accredited; three other facilities are scheduled for initial accreditation in FY01.

Mental Health

The Behavioral Health Services Unit provides mental health screening, evaluation and treatment services to offenders. Identification, monitoring, and treatment of severely mentally ill offenders whose dysfunctions and disabilities adversely affect their ability to function in the correctional environment, are priorities. Since 1993, the section has significantly increased the numbers and proportion of the Missouri-licensed psychologists, professional counselors and clinical social workers providing services to offender patients.

The General Assembly redistributed DOC funds in FY01 to increase the mental health staff to offender ratio to 1:375 and to provide additional mental health staff at reception and diagnostic centers so that every offender receives a face-to-face mental health evaluation.

Through a partnership with the Department of Mental Health (DMH), 46 acute psychiatric hospital beds are provided at Biggs Correctional Treatment Unit in Fulton. In addition, psychiatric hospital services are provided by DMH at the Correctional Treatment Center within the Farmington Correctional Center. Long-term treatment is also provided at the Farmington Correctional Center in a 200-bed structured treatment unit. A Special Needs Unit at Potosi Correctional Center (46 beds), a joint venture with DMH, since FY95, serves inmates with developmental disabilities. The Women's Social Rehabilitation Unit (WSRU) provides comparable mental health treatment to female offenders at Women's Eastern Reception and Diagnostic Center.

Low custody male offenders suffering from mild to moderate mental disorders are served in the Psychological Treatment Program at the Algoa Correctional Center. Treatment is psycho-educational in nature with a strong cognitive component.

The Inmate Suicide Observation Assistant Program was implemented in January 1999 in all correctional facilities. Eligible offenders are trained then assigned to housing in general population and segregation to assist custody staff identify and monitor suicidal inmates. This program has provided custody with additional eyes and ears to ensure the safety and security of all offenders.

Administrative Segregation Units have higher rates of suicide attempts. Since 1993, additional mental

“Everyone sees that this program is working and that its effect has been successful in preventing inmate suicides here at Moberly. I feel that this is a positive program and I’m honored to be part of the ISOAP.”

—JAMES STRICKLAND #158087 • MCC

health professionals have been assigned to administrative segregation to serve on review teams. Mental health professionals identify those suffering from mental illness and assist in programming. The goal of this process is to expedite the offenders’ return to general population.

Missouri Sex Offender Program (MoSOP)

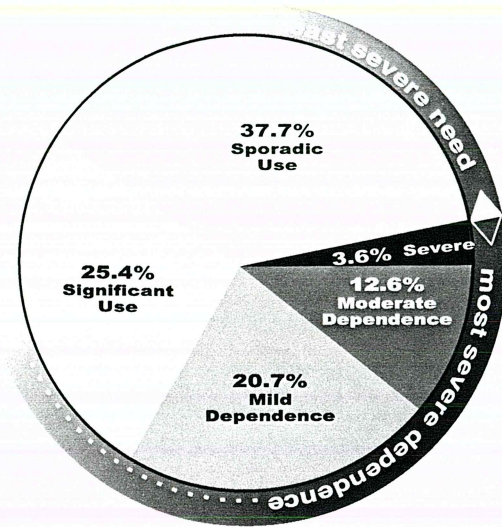
The Behavioral Health Services Unit provides sex offender assessment and treatment services. The Missouri Sexual Offender Program (MoSOP) is a statutorily mandated sex offender treatment program consisting of 12-15 months of therapy to incarcerated sexual assault felons. The MoSOP treatment program, staffed by Missouri-licensed psychologists, professional counselors and clinical social workers, meets a standard of care consistent with the prevailing community treatment standards. In addition, MoSOP has incorporated advanced clinical assessment procedures and a multi-disciplinary treatment team approach so that only offenders with lowered risk to reoffend sexually are graduated from MoSOP. Successful completion of MoSOP is prerequisite for release on parole and failure may result in a referral to the inter-agency team for assessment as a sex predator. During CY99, 140 successfully completed the program.

The Sex Offender Assessment Unit (SOAU) provides to all Missouri Circuit Courts, upon referral, sex offender risk assessments when the courts are considering probation for a convicted sex offender. This comprehensive psychological assessment culminates in recommendation to the court regarding mental health treatment, probability of risk to reoffend, sex offense treatment needs and community supervision requirements. In addition, the SOAU psychologists conduct the department’s end-of-confinement review of potential sexually violent predators.

Substance Abuse Services

Substance abuse and dependence contributes significantly to criminal behavior. Since 1993, Substance Abuse Services has developed and revised a comprehensive substance abuse strategy. This approach which includes assessment, substance abuse education, treatment and interdiction, enhances the probability that offenders will succeed on probation or parole through decreasing relapse, revocations and recidivism. It also increases the probability that offenders will successfully maintain sobriety once they are returned to the community.

The Substance Abuse Services Section of the Behavioral Health Services Unit provides management, administration and supervision for the delivery of substance abuse services to offenders in State managed and contracted institutional and community programs in order to provide early intervention and treatment. A combination of state-operated programs, interagency agreements and contracted services are employed to meet the substance abuse services needs of the offender population. These services include:



MAPP RESULTS

- Substance abuse screening assessment utilizing the Multidimensional Addictions and Personality Profile (MAPP)
- Drug testing for institution and field populations
- Institutional substance abuse education programs
- Institutional partial-day treatment programs
- Community based substance abuse treatment programs including Community Release Center treatment programs, outpatient services programs and drug court treatment services
- Required Education and Community Treatment (REACT).

Multidimensional Addictions and Personality Profile

In FY00, MoDOC administered 28,195 Multidimensional Addictions and Personality Profile (MAPP) screenings. This represented a 65 percent increase in the screenings conducted in FY99.

According to an analysis of FY00 MAPP scores, every offender required some intervention. The distribution of offenders in need is:

substance abuse education	54%
outpatient counseling	14%
intensive outpatient counseling	11%
inpatient hospitalization	17%
inpatient with aftercare	4%
	<u>100%</u>

Drug Testing

Drug testing, through urinalysis, is an important part of the Department's approach to preventing drug use by offenders. The Department conducts random and targeted testing of institutional and community offender populations on a monthly basis.

In FY00:	% of Population Tested	% of Offenders Tested Positive
Random		
Inmate General Population	11.8%	2.3%
Inmate Treatment Population	11.7%	0.2%
Target		
General Population	10.8%	4.2%
Institutional Treatment Centers	13.1%	0.4%
P&P Supervised	12.7%	22.9%

Institutional Treatment Beds

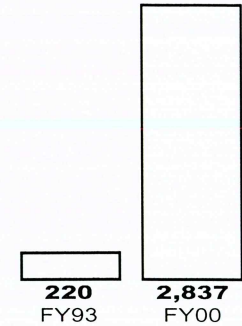
Since 1993, the growth in Institutional Treatment Center beds has been significant. In 1989, the Missouri Department of Corrections operated 220 institutional treatment beds. Today, 2837 institutional treatment beds are available.

Of these beds, 1,331 are designated for long-term treatment; the remaining 1,506 are reserved for short-term substance abuse treatment.

In FY00, 11,056 offenders were placed in Institutional Treatment Centers.

Sixty-seven percent of offenders in Institutional Treatment Centers successfully completed treatment, representing a 3.4 percent increase over the FY99 successful completion rate of 63.7 percent. The majority of the offenders who successfully completed institutional treatment were granted probation by the court; the remaining number were placed or reinstated on parole.

Growth in Substance Abuse Treatment Beds



Education Services/Programs by Facility

	AE/GED	Special Education	Title I	Diagnostic Services	Vocational Technology	Youthful Offender College Program	Youthful Offender Education Program	Vocational Education
ACC								
BCC								
BTC								
CMCC								
CCC								
CTC								
CRCC								
FCC								
FTC								
FRDC								
JCCC								
MTC								
MATC								
MECC								
MCC								
NECC								
OCC								
PCC								
SCCC								
TCC								
WMCC								
WRDCC								
WRTC								
WERDCC								
WETC								

Community Treatment

The Department of Corrections maintains 30 substance abuse treatment contracts with providers throughout the state. As of July 2000, the DOC sponsored 22 drug courts and will partner with another 18 programs currently in the planning stages.

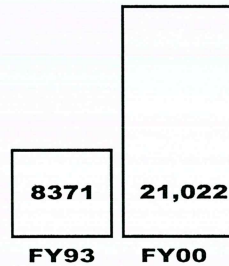
Academic Education

The Education Section oversees the Department's mandatory education program which includes part-time attendance for adult and full-time for juvenile offenders. Adult Basic Education and Literacy (AEL) and General Education Development Certificate (GED) classes are required to improve their basic literacy skills and to acquire a GED while confined.

The section provides oversight for fifteen department-operated schools staffed with state employees, seven outsourced schools, five Interagency Agreement operated schools and one Interagency Agreement operated diagnostic unit.

The section also manages grants including Title I, Title II, Title IV, Title VI, Adult Education and Family Literacy Act Program, Special Education, Special Education Sliver and Post Secondary Youthful Offender Grant.

Between FY93 and FY00, the student participation increased from 8371 to 21,022 and during this period, the number of inmates who earned General Education Development certificates (GED) increased from 856 to 2427 annually. This is accomplished by over 400 full-time and part-time positions throughout the state.

Classroom Participation

Literacy and employability are key components to the concept of Parallel Universe. As is the case in the community, offenders are required to work and/or attend school or treatment on a full-time basis. Continuing to mirror free society, the more educated and skilled inmate workers are eligible for higher paid and more responsible jobs. Consequently, only inmates who have a GED are considered for prison industry jobs.

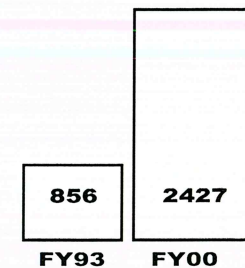
Workforce Readiness

In 1999, the Missouri Department of Corrections redesigned its vocational education program as a broader and more comprehensive training program for offenders. Workforce Readiness provides post-secondary vocational instruction and technical training six months in duration followed by a period of work study. Graduates enjoy priority placement in MVE and other premium pay work assignments. Presently, specific programs are available in the following areas:

- welding
- culinary arts
- modern woodworking
- business technology
- residential carpentry
- industrial technology
- cosmetology
- computer repair

Over the next year Workforce Readiness will add programs in

- food service
- janitorial services, and
- housekeeping.

GEDs Earned

In FY00, the Department partnered with the Central Region Workforce Investment Board and received a grant through the Department of Labor to establish computer repair training at CMCC and WERDCC. The Missouri Department of Corrections is currently pursuing other opportunities for additional collaboration with the Department of Higher Education and will expand its partnerships with junior colleges to develop and/or deliver new vocational training programs.

Missouri Vocational Enterprises (MVE)

Missouri Vocational Enterprises operates 27 different industries in 12 institutions statewide. During an average month in FY00, MVE supervised over 3500 inmates; 1510 were assigned to industries and another 2145 were engaged in vocational training. Over \$31,000,000 in profits were generated by MVE sales and used to develop new products, purchase equipment and to expand training opportunities for offenders. These new training opportunities ensure inmate workers develop marketable skills and develop good work habits while producing quality products for State agencies, city and county governments, political subdivisions, state employees and not-for-profit organizations.

By July 2000 all workers employed by MVE had acquired a high school diploma or GED.

MVE's vocational education section implemented a modular approach to training that enables offenders to receive credit as they complete each module. This concept makes it possible for offenders to move through a program more quickly, increasing the availability of training slots.

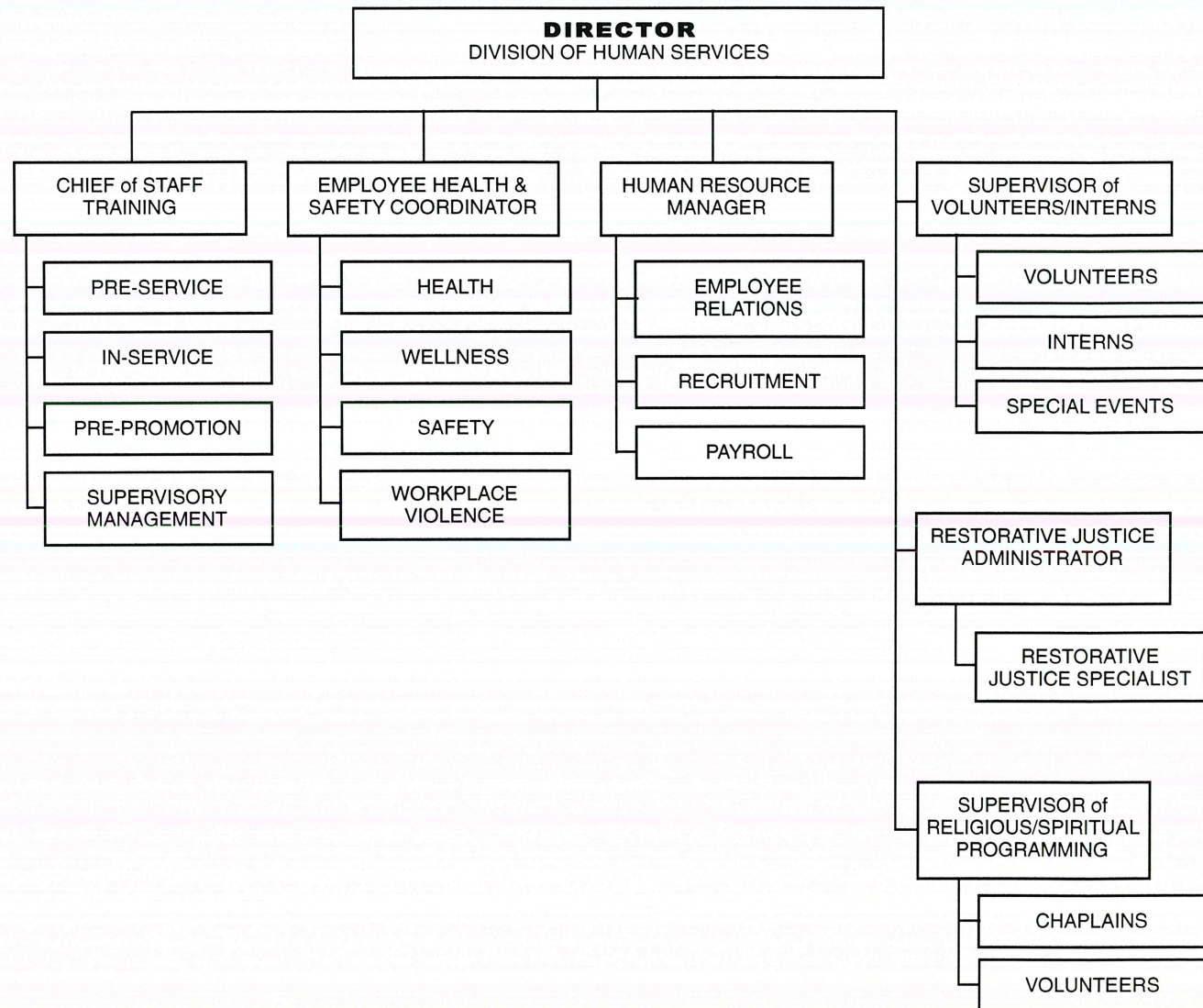
Missouri Vocation Enterprises by Facility

	Tire Recycling	Furniture/ Refinishing	Metals	Clothing	License Plate	Char	Print	Laundry/ Drycleaning	Shoe	Office Systems	Chemicals	Engraving	Sign	Data Entry
ACC														
BCC														
BTC														
CMCC	○						○							○
CCC				○										○
CTC														
CRCC		○												
FCC				○				○						
FTC	○													
FRDC														
JCCC		○		○	○			○	○	○	○	○		
MTC														
MATC														
MECC		○												
MCC			○				○	○						○
NECC									○					
OCC														
PCC			○											
SCCC														
TCC						○								
WMCC														
WRDCC														
WRTC														
WERDCC				○										
WETC														

REVISED 10/17/2000

Missouri Department of Corrections

Division of Human Services



REVISED 10/17/2000



The Division of Human Services consists of six units:

- **Employee Development and Training**
 - **Employee Health, Wellness and Safety**
 - **Human Resource Management**
 - **Restorative Justice**
 - **Religious/Spiritual Programming, and**
 - **Volunteer Services.**
-

As staff numbers increase, training opportunities keep pace to maintain a well-trained workforce.

FY93	FY00	
1016	2131	New staff completing pre-service training
946	2310	Supervisors trained
2643	8424	In-service training for tenured staff

The Missouri Department of Correction's mission is encapsulated within the six units of the Division of Human Services as they perform key functions that support the overall operation of the Department.

The Division of Human Services staff leads the Department's efforts to recruit, train and retain exceptional correctional employees. Since January 1993, the Department's workforce increased from 5602 staff to 10,924 staff. The Division:

- Trains employees to succeed and meet the Department's need to provide public safety.
- Provides a healthy and safe work environment for all employees.
- Recruits and retains a professional, diverse, skilled work force.
- Improves communication between management and staff.
- Provides opportunities for offenders to restore victims and communities by repairing the harm caused by criminal behaviors.
- Ensures offenders' religious and spiritual needs are met.
- Provides opportunities for members of the general public to assist the Department by serving as interns or volunteers.

Employee Development and Training

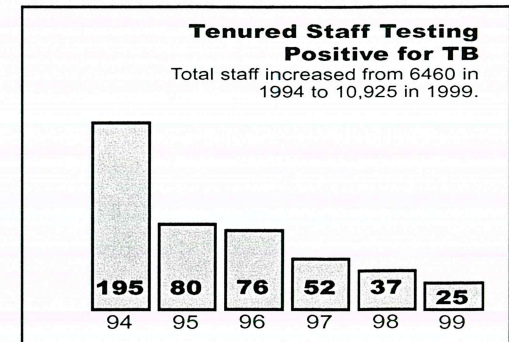
The Employee Development and Training unit consists of 61 staff who are assigned to three regional offices. Missouri's pre-service training requirement of 296 hours for officers exceeds the national average by 70 hours and is greater than that of our neighboring states by 106 hours. The unit:

- Provides pre-service, in-service, pre-promotional, supervisory/management and special training for new as well as tenured employees of all divisions
- Conducts training needs assessments
- Provides Pre-Promotional Training (awarded the Innovative Program Award from International Association of Correctional Training Personnel (IACTP) in 1996)
- Develops course curriculums (received Board of Director's Award from IACTP for Overall Training Programs in 1997)
- Reviews course evaluations
- Audits institutional training programs
- Serves as the liaison between the Department and the National Institute of Corrections.

Employee Health, Safety and Wellness

The Health, Safety and Wellness Unit was started in July 1993 to control the spread of infectious disease and promote a healthy and safe work environment. The efforts of this unit have resulted in a reduction in lost workdays and work related injuries and illnesses for employees. The unit:

- Prevents the spread of disease through TB screening, Hepatitis A, Hepatitis B, and other communicable disease vaccines and exposure evaluations
- Provides health education and wellness opportunities
- Promotes staff safety through the use of safety awareness training, protective equipment and universal precautions
- Evaluates and recommends changes to work safety standards
- Monitors and reviews worker's compensation claims
- Coordinates employee drug and alcohol testing to comply with Federal Department of Transportation Regulations and departmental policy
- Provides education, preventive instruction and support to victims of workplace violence. (Missouri is the *first* state corrections agency to provide a Workplace Violence program to assist staff who are victims of workplace violence.)



Correctional officers are the victims of workplace violence at the rate of 117 incidents per 1,000 workers—the fourth highest rate of assault among all types of workers.

SOURCE: Department of Justice Workplace Violence Study—1998

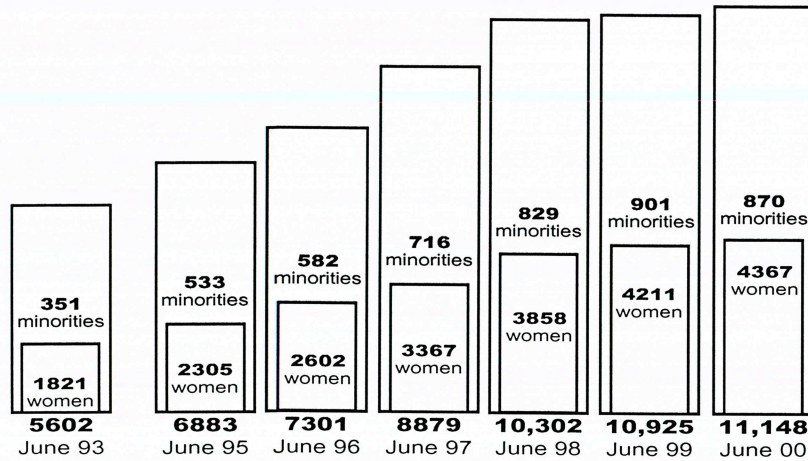
Human Resource Management

Consisting of 23 staff, this unit oversees recruitment, classification of staff, compensation and benefits, and employee and labor relations. Recruiting efforts have resulted in an increased percentage of females employed by the Department from 33 percent (1821) in 1993 to 39 percent (4367) in 2000. The number of people of color employed in our workforce has increased from 351 in 1993 to 870 in 2000.

The unit is responsible for:

- recruiting a diverse pool of applicants for merit and unclassified positions (received Governor's Torch of Excellence award for Diversity in Employment, 1997)
- initiating strategies to retain staff, improve employee relations and

**Growth in Department Employees
FY93 to FY00**



*“The Religious/Spiritual
Programming helps offenders
succeed from the inside –out.”*

—SUPERVISOR OF RELIGIOUS/SPIRITUAL
PROGRAMMING WINFREY DICKERSON

- resolve staff complaints at the lowest level
- interpreting policies to ensure consistent application
- serving as liaison with union and local representatives
- preparing payroll, managing personnel records and providing benefit counseling and enrollment
- conducting job audits to determine job classifications.

Religious/Spiritual Programming

Religious/Spirituality is a primary means to support positive offender change and promote departmental values that support human dignity. The unit consists of chaplains who recruit and supervise volunteers to assist in meeting the religious/spiritual needs of a diverse offender population.

The unit coordinates spiritual programming for all offender faith groups. To ensure appropriate accommodations are made, the Department’s Religious Advisory Council consisting of community spiritual leaders advises the DOC. The Council, implemented in 1997, also assists in recruiting a diverse group of religious volunteers. Members of the Religious/Spiritual Programming unit:

- provide religious/spiritual counseling
- schedule religious volunteers and monitor meetings of various offender faith and denominational groups, as well as coordinate special activities
- provide opportunities for offenders to engage in activities designed to enhance their institutional adjustment and personal transformation thus ensuring better social reintegration.

Restorative Justice Services

The Restorative Justice Unit was formed in FY99 to develop partnerships with victims, victim service providers and communities with a primary goal of establishing practices that can repair the harm and assist in the healing process of the victim and the community. Three Restorative Justice Specialists implement a full range of restorative justice practices in each division:

- Reparative activities/reparation boards
- Impact of Crime on Victims classes
- Victim and offender dialogue

Examples of reparative activities currently underway in the Department:

- Gardens for food pantries—over 75,000 pounds of produce harvested in FY00

“Offenders need to hear victims’ voices. The people from whom they took time, property and a sense of safety have names and faces and voices. Offenders need to better appreciate the effect their criminal conduct has had ...”

—DIRECTOR DORA SCHRIRO, Ed.D.

- Toy Factory—wooden toys for domestic violence centers
- Quilts for domestic violence victims in shelters
- Greenhouse flowers grown for Meals On Wheels
- Prefabricated components for Habitat for Humanity homes
- Toy boxes for Head Start
- Reparative community service

Volunteer Services

This unit recruits volunteers and interns—over 1200 in FY00—and coordinates their activities in correctional settings including:

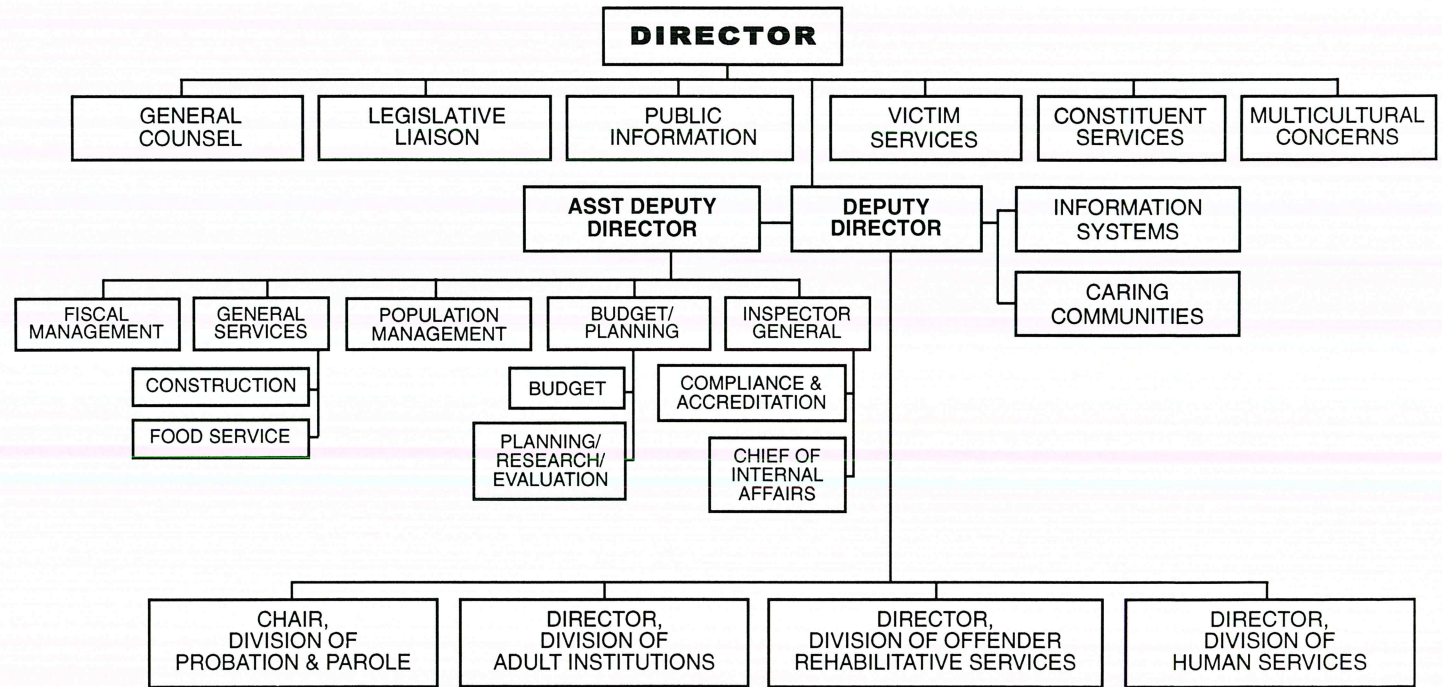
- Girl Scouts Beyond Bars—a program that fosters parent-child relationships through scouting
- Storylink—offender parents read to their children, in person and on tape
- Parents As Teachers—cooperative program with Mexico schools provides parent education programs for offenders
- Jaycees—a volunteer led organization affiliated with the Missouri Jaycees, the U.S. Junior Chamber of Commerce and Jaycees International
- PATCH (Parents and Their Children)—program provides for visitation between offenders and their children and also teaches parenting skills to female offenders
- NA/AA (Narcotics/Alcoholics Anonymous)—twelve-step programs for drug and alcohol abusers
- VVA (Vietnam Veterans)—a volunteer sponsored chapter for offenders who served during the Vietnam conflict
- American Legion—a volunteer led service organization for any offender who is a Veteran of the United States Armed forces.

VOLUNTEER SERVICE HOURS

YEAR	HOURS
1995	55,632
1996	66,520
1997	84,018
1998	71,572
1999	110,224

Please turn the page for the Office of the Director.

Missouri Department of Corrections Office of the Director



REVISED 10/17/2000

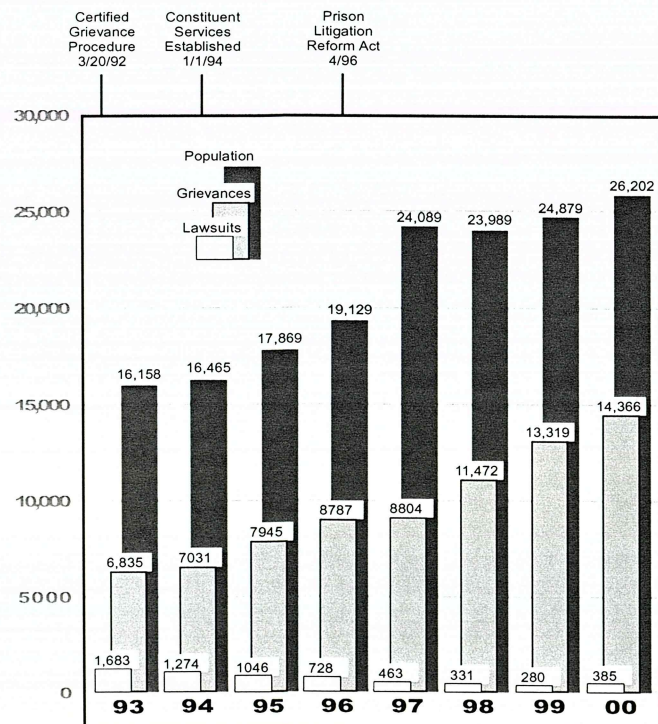


The Office of the Director establishes the Department's goals and objectives, and provides oversight of the agency including the advancement of departmental activities and the development of resources in state government and local communities to improve public safety.

Staff within the Office of the Director allocate the resources and provide the support necessary to manage the offender population efficiently and effectively to promote public safety and institutional security. To accomplish this task the Office of the Director relies on the expertise in each of its sections:

- Budget and Planning
- Office of Constituent Services
- Population Management
- Fiscal Management and General Services
- Information Systems
- Office of the Inspector General
- Legal Services
- Legislative Affairs
- Office of Multicultural Concerns
- Office of Victim Services
- Public Information

REVISED 10/17/2000



Budget and Planning guides the strategic planning process and develops the Department's budget. The strategic planning process identifies critical issues, sets goals, formulates objectives and devises strategies to measure and to meet those objectives. The Strategic Plan, the Department's blueprint, outlines its direction and the resources needed to improve public safety are reflected in the Departments Budget submissions.

Constituent Services was established in FY94 to provide timely and accurate information in response to inquiries from offenders, their families, advocacy groups, the Governor's Office and legislators concerning specific offenders' concerns or conditions of confinement in general. Constituent Services also conducts focus groups, collects data and proposes remedies to address the root causes of legitimate concerns. The Constituent Services Office has helped reduce active inmate lawsuits by over 70 percent since 1994 from 1274 to 385 cases even as the inmate population has increased by 66 percent.

During FY00 Constituent Services helped implement Family and Friends Orientation monthly meetings at each correctional facility in the state. These meetings provide inmates' families and

friends with information about the facility, its mission and operations. It increases understanding and reduces undue concern.

The **Population Management Unit**, implemented in FY00, promotes the efficient and effective utilization of the Department's resources notably, its scarce prison space and community supervision capacity. Through strategic planning and coordination of the divisions' activities, the office ensures offenders receive optimum services in the least restrictive setting.

It also conducts ongoing analysis of critical practices affecting population management.

The office has operational responsibility for the Department's Booking Unit to ensure offenders are assigned to the Institutional Treatment Centers commensurate with capacity, need and risk.

Fiscal Management and **General Services** are responsible for the agency's financial activities including its accounting systems featuring the inmate canteen and inmate banking systems, and the working capital revolving fund. It also engages in the budget preparation process. In addition, the units distribute commodity food stuffs to Department facilities and are responsible for the implementation and operation of the SAM II accounting system. The coordinated efforts of Fiscal Management and General Services ensure that Department funds and expenditures are in accordance with the Department's budget.

Information Systems coordinates, manages and installs the Department's data processing equipment. This section, in conjunction with a statewide telecommunications network, serves the Department's 10,580 employees at 72 work locations. The Department's offender databases are integrated with those of other state agencies to comprise a criminal justice support capability throughout the state. The development and maintenance of this comprehensive information network increases employee productivity and public safety.

Inspector General was established in FY97. It consists of the Internal Affairs Unit and the Compliance and Accreditation Unit to ensure the DOC practices are in compliance with established policy and procedure. Internal Affairs conducts investigations in response to reports of violation of statute and Department policy and procedure. The Compliance and Accreditation Unit develops policy and procedure then audits current practices to ensure compliance.

Legal Services—The General Counsel and staff provide legal advice, represent the Department at personnel hearings and respond to subpoenas. Legal services also provides legal opinions, conducts legal research and works closely with the Office of the Attorney General.

In FY00 MoDOC served 28,867,441 meals to the inmate population.

All meals meet or exceed minimum federal nutritional standards and are low in salt and fat content and high in fiber.

The average cost to serve one inmate breakfast, lunch and dinner was \$2.10 per day.

SOURCE: General Services, MoDOC

“Victim – Offender Impact Classes offer victims and survivors a voice many offenders have never heard. Many survivors have also expressed the belief that in telling their stories they may change an offender’s future behavior and prevent new crimes.”

—FROM THE PARENTS OF MURDERED
CHILDREN & OTHER SURVIVORS OF HOMICIDE
VICTIMS’ KANSAS CITY CHAPTER
NEWSLETTER

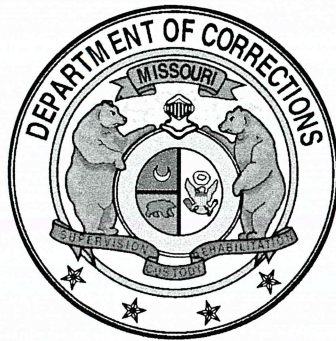
Legislative Affairs responds to inquiries from legislators and other interested parties regarding legislation and its impact on Department operations. The Legislative Liaison also represents the Department at legislative hearings.

Multicultural Concerns was implemented in FY00 to further the Department’s efforts in the area of equal opportunity, affirmative action and diversity and ensure every party is treated fairly all of the time. Its primary focus is to develop and implement strategies that remedy root causes of disparate treatment. The Office of Multicultural Concerns monitors services provided to employees, victims, offenders and the general public to ensure they are provided without regard to race, gender, color, religion, national origin, age or disability.

Victim Services was formed in FY94 to inform victims of their rights and resources and support their participation in the criminal justice process. In FY00 the DOC automated victim notification on a 24-hour basis was implemented so that every victim receives timely and correct information about parole hearings, release dates and other changes of offender status. Members of the unit are also available to accompany victims to hearings and to executions.

Public Information responds to inquiries from the news media, the general public and other interested parties concerning the operation of the Department and about the Department’s role in the criminal justice system and state government.

Public Information also produces department publications—the Annual Report, an employee newsletter, an inmate newsletter, a newsletter for the courts, brochures and other publications. The unit produces Department videos as well and promotes department activities.



DOC Recognized for Achievement

Missouri News & Editorial Service

Jack Stapleton

SEPTEMBER 2000

State Government News
Network

New penal program is reducing number of repeat criminals

JEFFERSON CITY—Ninety-seven percent of the more than 27,000 men and women now confined in Missouri's correctional institutions will be released and will return to their hometowns and neighborhoods ready to resume a new life. What kind of life they lead will have a major impact on their families and community residents whose safety is dependent on how well the former inmates have modified their previous criminal behavior and how well they adjust to the freedoms of their new environment.

Shortly after she began her duties in 1993 as director of the state's burgeoning Department of Corrections (DOC), Dr. Dora Schriro inaugurated work on a four-step program designed to turn around the lives of crime that had previously produced recidivism (repeat) rates as high as 33 percent. The director's proposals have been hailed as a model and an innovative approach by the U.S. Department of Justice, the Ford Foundation, John F. Kennedy School of Government and Harvard University and, just recently was cited by the Innovations in American Government Program.

The essential components of the Schriro project, which is formally known as the

Parallel Universe Offender Management System, call for modifying life inside prison to resemble as closely as possible like outside confinement in order for inmates to acquire new values, habits and skills that will help them become productive, law-abiding citizens. As the program's chief architect notes, "Since more than 97 percent of all state prisoners will return home—with only about 600 serving life sentences—confinement should be much more than a time and place for incapacitation." She adds that "In Missouri, it has become an opportunity for staff to share responsibility for prerelease preparations with the offenders who will be released."

Dr. Schriro's charges present a mixed bag of challenges for the DOC, since only one-third are high school graduates or have earned a general equivalency diploma (GED). Of the grade and high school dropouts who make up the other two-thirds of admissions, one-half are functionally illiterate. The majority of the state's inmates were either unemployed or underemployed at the time of commitment.

Additionally, 13 percent of inmates are convicted sex offenders, all of whom must complete treatment before parole release. Overlapping this group are the 15 percent with

chronic mental health problems. And most of them have a history of abusing drugs and/or alcohol.

Despite these major obstacles, the Schriro “parallel universe” plan has in a relatively brief period of time reduced recidivism to 20 percent from its pre-program level of 33 percent, thus enhancing future public safety and reducing local crime.

The “correcting corrections” program has four major components, with the first one being engaging every offender in work and non-work hours in productive activities that parallel those of free society. In work hours, offenders go to school and perform essential tasks and, as applicable, undergo treatment for sex offenses, chronic mental health problems and drug and alcohol dependencies. In non-work hours they take part in community service, reparative activities and recreation.

Second, every offender must adopt relapse prevention strategies and abstain from unauthorized activities, including drug and alcohol consumption and sexual misconduct.

Third, most offenders can earn opportunities to make choices and are held accountable for them.

Fourth, offenders are recognized for good conduct and can improve their status by

obeying the rules and regulations in the program.

The first step, the program’s mandatory work/school/treatment requirement, was adopted right after Schriro became the state’s penal chief. It is sometimes referred to as the “Buns Out of Bed” portion of the plan. Education is equally important to successful rehabilitation, Schriro explains, since a majority of entering offenders lack basic literacy skills. Certified juvenile offenders are required to attend school fulltime, while others younger than age 21 who need educational assistance receive additional, specialized instruction.

“It is not enough,” the corrections director contends, “that offenders become literate, employable and drug free. After all, inmates who earn a GED are better educated criminals; inmates who work are employable criminals also; inmates who have undergone detoxification are sober criminals. To reduce relapse, revocation and recidivism, offenders must understand why these skills are beneficial and how to use them.” In short, they must “internalize the values” inherent in school, work and treatment, the state penal director contends.

To reverse the often-held view that others are responsible for the offender’s lives, the department has instituted three reparative

activities: victim-offender mediation; victim impact classes, and institution-specific projects. "Public safety also dictates that offenders have free time in prison to learn how to use it constructively, since most criminals do not commit crimes while at work or school but during their leisure hours," Schriro points out.

The cost-benefit payoff of the program can be found in these statistics:

- 98 percent of the inmates are now engaged in some combination of school, work and treatment.
- Since 1993, when the education requirement was instituted, the school's capacity has increased 172 percent and, at the end of 1999, more than 8,000 inmates were attending school daily and more than 2,400 had earned their GED during the year.
- Institutional employment increased some 65 percent between 1994 and 1999. When the announcement was made in 1997 that a high school diploma or GED would be required for the highest paying jobs, fully half of all prison workers did not have a GED. A year later, only one-fourth had not earned a GED.

- The number of substance treatment slots has more than tripled, from 772 in 1993 to 2,765 in 1999. Previously, offenders whose need for treatment was acute but not chronic did not receive services. Now substance abuse assessments and drug education are available at every DOC facility.
- The number of lawsuits brought by prisoners in 1999 was less than one-fourth the number filed in 1994.

Inmates in Missouri serve an average of 28 months in prison. Corrections officials are now using these 28 months as a time of prerelease preparation for their re-entry as responsible individuals.

The final "parallel universe" objective, according to Director Schriro, can be stated in her summation of the program: "Inmates benefit by becoming better acquainted with the way the world outside operates and why it operates as it does."



Since 1993 the Missouri Department of Corrections, its programs, and staff teams and individuals have been recognized with numerous national and state awards and honors.

Awards & Honors

1993 to Present

National Recognition

Programs

- | | |
|-------------|--|
| 2000 | Innovations in American Government, Semi-finalist, <u>Parallel Universe Offender Management System</u> |
| 2000 | Association of State Correctional Administrators, Correctional Best Practices: Directors' Perspectives, <u>Inmate Suicide Observation Assistant Program</u> |
| 2000 | Association of State Correctional Administrators, Correctional Best Practices: Directors' Perspectives, <u>Automating with VINE</u> |
| 2000 | Association of State Correctional Administrators, Correctional Best Practices: Directors' Perspectives, <u>Community Partnership for Restoration Program</u> |
| 1999 | Innovations in American Government, Semi-finalist, <u>Constituent Services</u> |
| 1998 | Council of State Government Innovations Award, Regional Winner, <u>Pre-Promotional Training</u> |
| 1998 | Council of State Government Innovations Award, National Winner, <u>Waste Tire to Energy Program</u> |
| 1998 | Innovations In American Government, Semi-finalist, <u>Pre-Promotional Training Program</u> |
| 1998 | American Correctional Association Best Practices, <u>Constituent Services best correctional practice</u> |
| 1997 | Innovations In American Government, Finalist, <u>Constituent Services</u> |

- 1996** Council of State Government Innovations Award, Finalist, *Constituent Services*
- 1996** International Association of Correctional Training Personnel Award of Excellence in Correctional Training, *The Missouri Department of Corrections' Pre-Promotional Training Program*
- 1995** American Correctional Association Award, Division of Probation and Parole, Kansas City District 4C, *Televised GED Program for Offenders*
- 1993** International Association of Correctional Training Personnel Systems Award for Excellence in Correctional Training

Individuals

- 1999** America's Top Correctional Administrator (Association of State Correctional Administrator's Michael Francke Award for Outstanding Leadership in the field of Corrections), *Dora B. Schriro, Ed.D., Director*
- 1998** American Correctional Association Award, **Best of the Best Award**, *Mike Kemna, Superintendent, Crossroads Correctional Center*
- 1998** Office for Victims of Crime—**President's Crime Service Award**, Honorable Mention, *Department of Corrections, Kay Crockett, Victims Services Coordinator*
- 1998** Association of Paroling Authorities International—**Vincent O'Leary Award**—*Cranston Mitchell, Division of Probation and Parole*
- 1997** International Association of Correctional Training Personnel—**Board of Directors Award for Correctional Training Excellence**, *Royce Hudson, Chief of Staff Training*
- 1994** American Correctional Association—**E.R. Cass Correctional Achievement Award**—*Victoria Myers, Division of Probation and Parole*
- 1994** American Correctional Association—**Missouri Correctional Officer of the Year**—*Corrections Officer II Bob Veltrop, Fulton Reception and Diagnostic Center*
- 1993** American Correctional Association—**Missouri Correctional Officer of the Year**—*Corrections Officer II Alan Ham, Fulton Reception and Diagnostic Center*

Publications

- 2000** "Correcting Corrections: Missouri's Parallel Universe"—Papers from the Executive Sessions on Sentencing and Corrections, U.S. Department of Justice, Office of Justice Programs, *Dora B. Schriro, Ed.D., Director*

- 1999** *Sheriff's Magazine*, "Avoiding Inmate Litigation—The 'Show Me' State Shows How," *Dora B. Schriro, Ed.D., Director*
- 1999** *The Corrections Professional*, "Reduce Inmate Litigation with a Constituent Services Office," *Lisa Jones, Constituent Services Officer*
- 1998** *Corrections Today Magazine*, "Reducing Inmate Litigation," *Dora B. Schriro, Ed.D., Director*
- 1998** *Corrections Today Magazine* and the American Correctional Association, "Old Habits Die Hard: Corrections Professionals Constantly Struggle Against Negative Stereotypes," *Tim Kniest, Public Information Officer*
- 1998** American Correctional Association, "Best Practices: Excellence in Corrections," *Dora B. Schriro, Ed.D., Director*
- 1997** *Corrections Management Quarterly*, "Toward the 21st Century," Issue Editor, Aspen Publication, *Dora B. Schriro, Ed.D., Director*
- 1995** *Corrections Today Magazine*, "Facing Tomorrow Today—Diversity and Staff Development in Corrections," *Alma G. McKinney, Director, Division of Human Services*
- 1993** *Corrections Today Magazine*, "Missouri Prison Staff Head Citizen Awareness Program," *William Buck, Institutional Parole Officer, Dean Minor, Caseworker, Moberly Correctional Center; and Richard Sluder, Central Missouri State University*

State Recognition

- | | | |
|-----------------|-------------|--|
| Programs | 2000 | Governor's Award for Quality and Productivity , Special Needs Unit, Potosi Correctional Center, <i>An inter-agency program for high custody offenders with developmental disabilities</i> |
| | 1999 | Missouri Governor's Customer Service Award , Constituent Services Unit, <i>Excellent customer service to Department of Corrections' constituents</i> |
| | 1999 | Governor's Award for Quality and Productivity , Fulton Reception and Diagnostic Center and the Constituent Services Unit, <i>Development of family and friends orientation meetings</i> |
| | 1999 | Governor's Torch of Excellence Award , Division of Human Services, Personnel Unit, <i>Affirmative Action</i> |

- 1998** Governor's Award for Quality and Productivity, Missouri Vocational Enterprises, *Waste Tire to Energy Project*
- 1998** Missouri Governor's Customer Service Award, Constituent Services Unit, *Excellent customer service to constituents*
- 1997** Governor's Award for Quality and Productivity, Constituent Services Unit, *"For Family and Friends"* publication
- 1997** Governor's Award for Quality and Productivity, Division of Human Services, Victim Services Unit, *Service provided to Victims*
- 1997** Governor's Torch of Excellence Award, Division of Human Services, Personnel Unit, *Diversity in Recruitment*
- 1995** Governor's Award for Quality and Productivity, Division of Probation and Parole, Kansas City District 4C, *Employee Mentoring Program*
- 1994** Governor's Award for Quality and Productivity, Moberly Correctional Center, *Offender File Management*
- 1993** Governor's Award for Quality and Productivity, Division of Probation and Parole, *Eastern Region EMO Unit*

Individuals

- 2000** Missouri State Rising Stars, *Alma G. McKinney, Deputy Director*
- 2000** State Employee of the Month–October, *Kenny Rogers, Truck Driver*
- 2000** State Employee of the Month–June, *David Wallingford, Corrections Classification Assistant*
- 1999** State Employee of the Month–September, *Karen Tindall, Probation and Parole Officer*
- 1999** State Employee of the Month–November, *Walter Garnett, Corrections Officer I*
- 1998** Jefferson City's Ten Most Influential Women, *Dora B. Schriro, Ed.D., Director*
- 1997** State Employee of the Month–June, *Steve Samson, Recreation Officer*
- 1996** Women's Self-Help Center's Award to 20 Distinguished St. Louis Women, *Dora B. Schriro, Ed.D., Director*
- 1996** State Employee of the Month–April, *Amanda Taylor, Information Systems Trainer*
- 1995** Jefferson City News Tribune Statesman of the Month, *Dora B. Schriro, Ed.D., Director*

- 1995** YWCA Special Leadership Award for a Government Official, *Dora B. Schriro, Ed.D., Director*
- 1994** State Employee of the Month—March, *Mattie Lewis, Probation and Parole Officer*
- 1993** State Employee of the Month—September, *Julie Harrison, Probation and Parole Officer*

